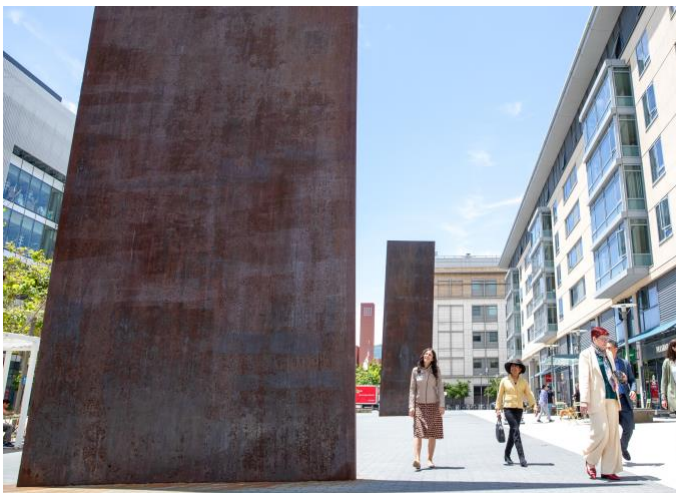




Plan for **UCSF** Art Collection



Artists featured above (clockwise from top image)
Beniamino Bufano, Diego Rivera and Frida Kahlo, t.w.five, Richard Serra, Adia Millett

Plan for UCSF Art Collection

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Plan for UCSF Art Collection

PREFACE

Introduction

This Plan for UCSF Art Collection is designed to support the UCSF Art Committee, as well as architects, art consultants, real estate, faculty, and staff involved in the procurement and installation of art at UCSF. To date there has not been a UCSF-wide set of recommendations and procedures to guide the permanent art collection. UCSF Chancellor's and Health's art collections have independently managed decisions regarding artwork funding, selection, acquisition, display, maintenance, cataloging, and promotion. Managers of individual buildings, departments, and construction projects have operated separately in these endeavors, without reference to a unified art program guide. This plan, initiated and directed by the UCSF Art Committee, aims to provide a UCSF-wide manual that guides the stewardship and growth of the collection in support of the UCSF mission.

Context

UCSF

The University of California, San Francisco (UCSF) is a leading health sciences university. UCSF is part of the 10-campus University of California, the world's premier public research university system, and the only of its campuses dedicated to graduate and professional education. Driven by our public mission, we are a collection of dedicated scientists, clinicians, students and staff who strive to make the world a better place through our singular focus on health.

UCSF Health is internationally renowned for providing highly specialized and innovative care. Our family of care includes UCSF Helen Diller Medical Center at Parnassus Heights, UCSF Medical Center at Mount Zion and UCSF Medical Center at Mission Bay; UCSF Benioff Children's Hospitals and clinics; Langley Porter Psychiatric Hospital and clinics; UCSF Benioff Children's Physicians; and the UCSF Faculty Practice.

UCSF is dedicated to "advancing health worldwide through preeminent biomedical research, graduate-level education in the life sciences and health professions, and excellence in patient care" and UCSF Health's vision is "to be the best provider of health care services, the best place to work and the best environment for teaching and research." Essential to this mission and vision is an art program that is complementary, one that seeks to heal, educate, and inspire.

Plan for UCSF Art Collection

Art at UCSF

The UCSF buildings and campus areas house a wide-ranging collection of art and cultural artifacts. Art is featured across UCSF, enhancing the educational and research environments, as well as within UCSF Health facilities, where it contributes to the therapeutic atmosphere for patients and visitors.

UCSF has acquired over 1900 artworks and cultural artifacts, many of which were purchased or commissioned to enhance new buildings and to rejuvenate renovated spaces. The collection also includes donations and pieces crafted by individuals engaged in UCSF Health's art programs, such as Art for Recovery. Beyond maintaining a permanent collection, UCSF departments and programs occasionally host temporary exhibitions of art and cultural artifacts.

Plan for UCSF Art Collection

MISSION / VISION / GUIDING PRINCIPLES

MISSION

The UCSF art collection enhances the University's physical environment and enriches students, faculty, patients, staff, visitors, and surrounding communities. Art in UCSF's buildings and sites enables the expression of intellectual inquiry, exploration, compassionate care, and creativity found at UCSF. It has the power to energize our spaces, promote critical thinking, and transform the places where we live, work, and provide care into more stimulating, healing, and welcoming environments.

Art at UCSF supports the University's two-part mission, "Advancing health worldwide (and at home)" and "Caring, Healing, Teaching and Discovering." The mission of the UCSF art collection is to:

- **Enhance the healing environment** by evoking a sense of calm, beauty, or inspiration.
- **Educate and inspire** by showcasing diverse artistic perspectives that connect with science, health, and the human condition.
- **Spark discovery** by displaying art that explores new ideas and fosters innovation.
- **Promote a sense of belonging** by connecting people to each other, their environment, to UCSF, and to their community.

VISION

Our vision for the UCSF art collection is to create an accessible and inspirational physical environment that reflects and elevates the human spirit inherent in the pursuit of health, education, and community. We envision an environment where:

- Art serves as a catalyst for wellness, offering comfort and inspiration to patients and contributing to positive health outcomes.
- Creative expression is integrated into the daily experience, fostering a vibrant culture that ignites innovation and satisfaction among faculty, staff, and learners.
- The diversity of our community is mirrored and celebrated, provoking thoughtful engagement with new ideas and perspectives that drive research and understanding.
- The intersection of art and education becomes a path for self-reflection, deepening awareness, cultivating empathy, and contemplation of the human condition.

Plan for UCSF Art Collection

GUIDING PRINCIPLES

1. Reflect UCSF's global leadership in health sciences by curating a collection that exemplifies artistic excellence and cultural significance.
2. Foster a culture of creativity and exploration that resonates with our values of education, research, and patient care.
3. Uphold our commitment to diversity, equity, and inclusion by ensuring representation across all spectrums of artists and audiences, and by involving a wide array of voices in the decision-making process regarding art selection and curation.
4. Forge connections between viewers and their environment that reinforce a sense of community and belonging, aligning with UCSF's dedication to care and service.
5. Consider the impact of art in relation to its environment, displaying work that enhances the spatial experience and resonates with its location.
6. Be mindful of contextual relevance, selecting artwork that complements the function of each space and resonates with the individuals who interact with it, providing solace, inspiration, healing, or a sense of identity.

ART COLLECTION MANAGEMENT GOALS

Management of the UCSF Art Collection should align with and support this Plan's mission, vision, and guiding principles. This includes implementing the following management practices, several of which are addressed in greater detail later in this Plan:

1. Successfully maintain art and artifacts by selecting, commissioning, or acquiring only those made with durable materials that are easily maintained; installing and labeling them in a standardized fashion and in appropriate physical conditions; adhering to established schedules for ongoing monitoring and maintenance; and promptly addressing needed repairs.
2. Have clear procedures for art selection that are as efficient as possible while also being inclusive of diverse stakeholders to help support UCSF's mission to reflect and celebrate the diversity of our community.
3. Have clear procedures and guidelines regarding art donations and financial gifts that help fund art acquisitions.

Plan for UCSF Art Collection

4. Have clear procedures and follow best practices for deaccessioning artworks that align with this Plan's mission, vision, and guiding principles.
5. Create a comprehensive, easily managed collection catalog to document acquisitions, record information required for insurance, track locations and maintenance activity over time, and provide an educational resource.
6. In purchase and commissioning agreements, serve the essential needs of UCSF as artwork owner and respect the unique rights of artists, including ensuring that artists retain copyrights.
7. Prioritize management activities based on available resources and/or consider ways to garner greater resources if needed to properly manage the UCSF Art Collection.

Plan for UCSF Art Collection

ART LOCATIONS

UCSF collection artworks are installed in a variety of locations throughout UCSF buildings and sites, with the aim of enhancing the physical environment and enriching students, faculty, patients, staff, visitors, and surrounding communities. Art may be added to existing spaces as needs are identified, and as collection artworks, donated works, or funds for new artworks become available. New buildings and renovated spaces may also offer opportunities for art placement. The UCSF Art Committee (“Committee”) supports the placement of art in the following ways:

- Identifies potential new locations for art that is removed from its current location (see below)
- Identifies potential locations for donated art (see the Donations section of this Plan)
- May review and advise on proposed locations for newly acquired/commissioned art

Priority Art Locations

Placement of artworks should reflect intended audiences and support the objectives of the Plan for UCSF Art Collection as expressed in its mission, vision, and guiding principles. Generally, artworks are displayed in places that are widely accessible and/or where they are particularly impactful.

Areas that are widely accessible are considered high priority locations. These include locations such as public plazas, building exteriors, lobbies, waiting areas, reception areas, and public corridors.

Less accessible areas where art may be particularly impactful may also be considered high priority locations. These include patient exam and treatment rooms, consultation rooms, lactation rooms, and staff gathering areas.

Documenting Art Locations

UCSF Art Catalog

Locations of all artworks in the UCSF art collection are recorded within the UCSF Art Catalog (“Catalog”), which is maintained by the Committee. When artworks are relocated to new locations, including temporary storage, these new locations are recorded in the Catalog.

Art Plans

Project managers or art consultants managing new construction or renovation projects assess site plans to determine potential and priority art locations. Resulting art plans guide the selection and placement of artworks.

Plan for UCSF Art Collection

Art Maps

Currently there is no UCSF-wide map identifying locations of all collection artworks on display. A map with accompanying photos and descriptions of commissioned artworks from the J. Michael Bishop Art Collection at Mission Bay, as well as a list of artists whose work was acquired for that collection, is available online (<https://artcollection.ucsf.edu>). The Committee may decide to undertake the creation of art maps that identify other UCSF art locations and the individual artworks or art collections installed there. In addition to documenting the UCSF art collection, such art maps may serve as references for art maintenance service providers, art tours, curatorial research, education, and promotion of UCSF and/or its art collection.

Art Opportunity Sites

The Committee has created maps with accompanying site photos that identify potential locations for future artwork within the Mission Bay and Parnassus Heights campuses. These and other similar maps or photos may serve as references when identifying possible locations for donated art or existing art needing relocation. Such maps and site photos can be accessed within the Committee's Box files, under Art Opportunity Sites ([link](#)). UCSF staff may submit to the Committee photos of locations needing artwork, to be added to the Art Opportunity Sites.

UCSF GIS Platform

The GIS (geographic information system) platform managed by UCSF Real Estate to record locations of a variety of UCSF assets may be utilized to document Art Opportunity Sites and/or locations of UCSF Collection artworks. The GIS system provides a possible mechanism to track artworks and sites, visualize them on a digital map, and create web-based art tours that may be referenced by the Art Committee or made available to the broader public. As an example of what is possible, following is a link to a GIS map of Art Opportunity Sites created by the GIS team as a proof of concept:

<https://ucsf-campus.maps.arcgis.com/apps/instant/attachmentviewer/index.html?appid=3e81ed908c2b452e8d05104b7989f96c>

Relocating Artwork and Temporary Storage

Artworks may need to be temporarily removed or relocated for various reasons, such as building maintenance or renovation. Artworks should be removed before construction work begins. For UCSF Health areas, project managers should contact Mary Phillips, or her successor, who will arrange for facilities staff or building contractors to properly deinstall the artworks.

For other UCSF areas, project teams should arrange for professional deinstallation, storage, and reinstallation of artworks impacted by construction projects, as appropriate. Currently, for artworks that are not part of a construction project area, UCSF staff should

Plan for UCSF Art Collection

inform the Committee of requests to remove or reinstall artworks, and the Committee will connect staff members to the proper contacts. Note that the Committee recognizes the current system is not ideal, and a better operational workflow to manage required repairs, deinstallation, and reinstallation of collection artworks outside of construction projects is needed.

When deinstalling artworks, facilities staff or contracted workers should remove corresponding art wall labels and tape them to the backs of the artworks using tape that can be removed without causing damage or leaving adhesive residue.

For artworks being relocated, it is preferred that artworks remain within the building or campus of their original location. It is also preferred that artworks originally acquired for UCSF Health remain in UCSF Health facilities, while artworks acquired for UCSF campus spaces remain in those facilities.

Unless new art locations have been identified and are ready to receive artworks at the time of their deinstallation, removed artworks will be kept in temporary storage until the original or new locations are ready, at which time artworks will be reinstalled by facilities staff or building contractors. Refer to the “Location” section of the UCSF Art Catalog to see temporary storage locations. (See the Art Catalog section of this Plan.)

The Art Catalog should be updated with new location information when an artwork is moved to temporary storage or relocated. When an artwork is moved to temporary storage, “Storage” and the storage location name should be noted as the artwork’s location within the Catalog. This enables searches of all artworks in temporary storage by Committee members, project managers, or art consultants who may be seeking existing art to fill available spaces.

Artworks in temporary storage should be reinstalled or relocated within a period of one year. If stored artworks are not claimed for a permanent location within that time, members of the Committee may reference maps and photos in the Art Opportunity Sites file to determine if any of the stored artworks may be appropriate for locations previously identified. If so, the Committee will arrange for delivery and installation of those artworks at their newly identified locations and will update their locations within the Catalog. If no appropriate location can be identified for an artwork within one year of its temporary storage, the Committee may recommend it be deaccessioned according to the guidelines outlined in this Plan for UCSF Art Collection (see the Deaccessioning Art section).

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ARTWORK SELECTION

Diversity, Equity, and Inclusion

Diversity, equity, and inclusion are central to our mission at UCSF, and we are committed to creating an organization in which everyone feels welcome, safe, and valued. The importance of diversity, equity, and inclusion within UCSF art programs is discussed and implemented throughout the process to deliver art for UCSF. An art program is a sum of its parts; diversity throughout the process creates excellence.

In the process of selecting artwork for the UCSF Art Collection, we aim to:

- Include diverse and unique voices among art committee members
- Emphasize diversity, equity, and inclusion within the art consultant RFQ selection process
- Select artists and art valuing a range of perspective, experience, and identity
- Encourage different types of art and different ways to experience art (i.e. 2D, 3D, visual, audible, tactile)

Sources for Artwork

Below are possible art sources through which works may be acquired for the UCSF Art Collection. Although these provide options, final sources for artworks will be determined based on each specific art acquisition project.

Professional Artists

UCSF Art Collection includes high-caliber works by artists ranging from emerging professionals to established and widely recognized artists. Works by a broad and diverse pool of professional artists are considered, with special attention paid to those that have ties to the local and regional community.

Professional artists may be sourced in various ways. An art consultant or other individual managing art procurement for a UCSF project may contact artists directly or through local arts organizations, ateliers, or galleries with whom the artists are affiliated. Project stakeholders and facilitators, UCSF Art Committee members, and/or UCSF leadership may also suggest artists to be included in a project's artist pool.

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Instructions for Interested Artists

Contact information for artists who are interested in having their artworks considered for display or purchase by UCSF should be passed on to the UCSF Campus Architect. The UCSF Campus Architect maintains a list of artists seeking opportunities at UCSF, which is shared with project managers and/or art consultants seeking artworks for UCSF projects.

UCSF Community Artists

Works by UCSF community members, such as patients, staff, faculty, and students are featured in the UCSF Art Collection. Among these, some are acquired through specific calls for art, while others are created through ongoing or specific UCSF art-making programs, such as Art for Recovery.

Local Organizations

To strengthen community relationships and highlight local talent, UCSF procures or commissions artwork through local art and/or health organizations such as Creative Growth, Creativity Explored, NIAD Art Center, and Cedars of Marin.

Artwork Donations

Artwork donations meeting UCSF's criteria and accepted by UCSF are displayed as part of the art collection.

Stakeholders, Facilitators, and Decision Makers

Following are the groups and individuals involved in the selection and placement of art at UCSF.

A. UCSF Art Committee

The UCSF Art Committee is an ongoing group of diverse UCSF affiliates who help guide the UCSF Art Collection. The committee is delegated and charged by the Vice Chancellor – Finance and Administration. It is comprised of members with a passion for art and with varied identities, backgrounds, and UCSF roles representing a wide variety of departments such as:

- UCSF Health Clinical leadership
- Campus Architect
- UCSF Real Estate
- Office of the Provost
- University Development and Alumni Relations, Senior Director of Development
- Campus Life Services Facilities Manager
- Kalmanovitz Library, University Archivist
- Academic leadership (School of Medicine, Nursing, Pharmacy, and Dentistry)

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- Office of Diversity and Outreach, Disability, Access, and Inclusion
- Risk Advisory and Insurance Services
- Human Resources
- Students
- Art for Recovery

The UCSF Art Committee develops strategies for and makes recommendations regarding the maintenance, relocation, and deaccession of existing artworks. The committee, in consultation with the Senior Vice Chancellor – Finance and Administration, supports the Project Art Committee (below) in advising on the selection and placement of new artworks, whether acquisition or commission.

The committee may consult with The Vice Chancellor – University Development and Alumni Relations on a case-by-case basis on artworks involving donations.

The UCSF Art Committee may make final decisions regarding the relocation of existing artworks and acceptance of donated artworks into the UCSF Art Collection.

At the discretion of the UCSF Art Committee chairperson(s), issues regarding the UCSF Art Collection, including possible art selections, may be brought to appropriate leadership levels for review, direction, and/or approval.

The committee is responsible for the following actions:

- Identifying opportunities for procurement and art curation
- Advising on maintenance, and securing consulting services when needed
- Developing and implementing a funding model for the acquisition of new works
- Considering and making decisions regarding relocation or deaccession of existing artworks
- Coordination with UCSF units that host temporary artwork displays, including providing guidance or input as needed
- Responding to offers of artwork donations
- Managing the UCSF art catalog

B. Project Art Committee

For specific building projects, such as new construction or major renovations, project-specific committees are formed to help guide the art selection for those spaces. The Project Art Committee, appointed by the Project Manager (UCSF staff person overseeing construction, interior design or art procurement project, or his/her designee) is available to review the recommendations of the Art Consultant and make recommendations regarding art acquisitions and donations.

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The Project Art Committee includes a diverse representation of UCSF stakeholders and community members such as staff, faculty, students, patients, and patient or family advocates. It also includes at least one member of the UCSF Art Committee. To enable high-quality art programs that reflect and connect with UCSF's diverse community, Project Art Committee members should embody a wide variety of roles, backgrounds, genders, ages, and perspectives, while also having an interest in art or the project's design.

Guided by this Plan for UCSF Art Collection ("Plan"), the Project Art Committee may help define project objectives that align with the Plan's mission, vision, and guiding principles; identify art locations; and review artists and artworks. It makes recommendations to UCSF leadership and project governance.

C. Project Core Group

Depending on the project size and as determined by project governance, a Project Core Group may oversee design and the art program. The Project Core Group may be comprised of the Project Manager, department head or designee, architect, design team members, Art for Recovery Director, and/or UCSF Real Estate representatives. The Project Core Group guides the Project Art Committee and Art Consultant, if applicable. It helps make final decisions and reports art program recommendations to appropriate UCSF leadership.

D. Art Consultant

The Project Manager or his/her designee may engage an Art Consultant to help identify artists, review artworks and proposals, and make recommendations to the Project Art Committee. The Art Consultant may help define the art program scope, schedule, and budget; oversee art acquisitions, commissions, and installations; and enter final selections into the UCSF art catalog. The Art Consultant works with the Project Manager and Project Core Group, if applicable, and makes recommendations to the Project Art Committee.

Selection Process

Project Specific Art Programs

Art programs for building construction and major renovation projects should be informed by and align with the mission, vision, and guiding principles set out in this Plan. In a typical project specific art program, the Project Manager or his/her designee engages an Art Consultant and assembles a Project Art Committee. The Project Manager works with the Art Consultant to develop the art program scope in a way that enhances the vision of the design intent while supporting the UCSF art program's mission.

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The Art Consultant coordinates the art selection process, including helping to develop an Art Location Plan, identifying potential artists and artworks, reviewing proposals, and seeking recommendations from the Project Art Committee. The Project Art Committee reviews and recommends artists and artworks presented by the Art Consultant. Artworks recommended by the Project Art Committee are approved by UCSF leadership or project governance.

The Art Consultant manages art acquisitions and commissions, directs framing, and coordinates installation. At project completion, the Art Consultant, if applicable, or Project Manager updates the UCSF art catalog.

Small Projects

Selections of artwork for very small projects—those that are not high profile and consist of up to five maximum artworks—or selections of artwork outside of project specific art programs should be guided by the Plan for UCSF Art Collection with input by the UCSF Art Committee.

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FRAMING, INSTALLATION, and LABELING GUIDELINES

Framing Specifications

UCSF has standard framing specifications as follows:

- Standard moulding is wood or wood composite.
- Standard moulding profiles are approximately 1.5" deep and approximately 1/2" to 3/4" wide on the face.
- Artworks may not protrude from wall more than 4" unless accommodations are made to meet ADA requirements.
- Unless specifically approved otherwise by project governance or UCSF Art Committee, artworks installed in hallways/corridors should be a maximum of 1.5" deep.
- Moulding may be one of the following finishes: clear maple; whitewash; white; ebony; or black.
- Moulding corners may be spline-cornered or closely joined to prevent gaps.
- All frames include a screw back strainer with 4-point security hardware.
- All frames for 2D artworks (except those on canvas or panel) include 100% acid free archival matte board, 4-ply for floats (with paper spacers), and 8-ply for top mattes. Fabric wrapped mattes and spacers may be used for oversize artworks.
- All frames up to 48" x 60", including those for canvases and panels, are to include PVC-free .118" FF grade Plexiglas. Frames over 48" x 60" will have either 1/8" or 3/16" thick Plexiglas. Anything over 72" in both height and width will have 3/16" thick Plexiglas. UV and non-reflective Plexiglas should only be considered if necessary due to light conditions or for artwork protection.
- All artworks are to be archivally mounted or hinged. Any artworks in question should be referred to a professional framer with art conservation expertise or an art conservator.
- Printed paper labels with all wall label text (below) should be adhered to backs of framed artworks.

Framing examples:



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Printed paper label example:

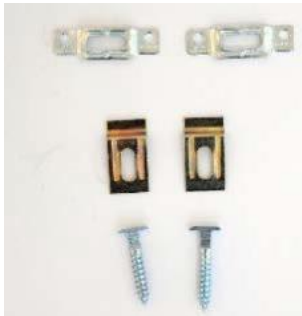


Installation Guidelines

For safety and security, artworks should be installed with security hardware.

- Security hardware, or security hangers, can be purchased from Larson Juhl (<http://www.larsonjuhl.com/>), provided by the framer, or provided by the installer (if notified in advance).
- Security installation requires a tool called a security key to lock down and release artworks.

Security hardware:



Security key:



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Seismic and Other Requirements

Seismic details and requirements for art vary with size and weight categories 20-30 pounds and 30-120 pounds.

- Pieces less than 20 pounds may not require seismic bracing.
- For artworks over 20 pounds, structural drawings of seismic bracing and/or artwork mounting specifications and a building permit may be required, or a structural engineer may need to specify seismic bracing and/or mounting requirements specific to the construction of artwork locations.
- For installations included in a construction project, work with the designated project manager.
- For art installations only, work with the building's Facilities Services manager.
- Art with flammable properties is not allowed in fire exit paths; check with the building's Facilities Services manager for requirements of the UCSF Designated Fire Marshal.

Labeling Guidelines

UCSF Art Collection artworks are accompanied by standard wall labels per the UCSF Signage Standards Manual. (See Miscellaneous Recognition, Mounting Elevations, and Construction Detail sections within Section 5 Donor Signage.) The wall label format and substrate (such as metal or acrylic) may vary from building to building, but they should be consistent within each building.

Additional labeling considerations:

- When designing and installing artwork wall labels, accessibility issues must be considered, i.e., legibility, placement, and language comprehension. Therefore, for greater legibility, use sans serif and slab serif fonts, use a minimum twelve-point font size (except for the UCSF Catalog number, which may be smaller), and ensure the type contrasts with its background.
- Place artwork wall labels at a height that is accessible from both seated and standing.
- For key artworks or art collection descriptions in areas frequented by non-English speakers, consider presenting wall label text in one or more additional languages.
- For artworks in spaces frequented by those with impaired vision, consider additional measures when designing wall labels to enable greater accessibility.

As needed, consult with the UCSF Office of Disability Access and Inclusion for guidance and strategies to engage the disability community.

Resources for accessible signage and/or exhibition design include:

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1. American Alliance of Museums, <https://www.aam-us.org/2021/07/01/accessible-communications-guidelines/>
2. Smithsonian Guidelines for Accessible Exhibition Design, <https://www.sifacilities.si.edu/sites/default/files/Files/Accessibility/accessible-exhibition-design1.pdf>

For artworks that can be experienced in multiple ways, such as those with visual, audio, and tactile components, consult the UCSF Art Committee to ensure labeling fosters inclusion of a diverse audience.

Standard wall labels should include the following text:

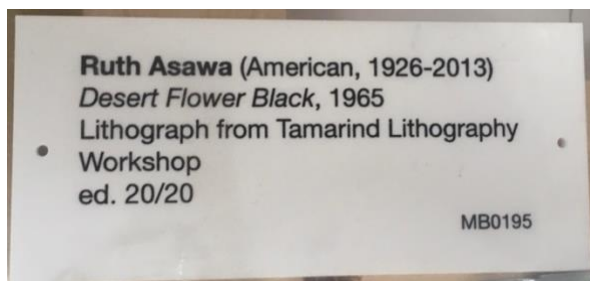
Artist Name
Artist place of residence (city, state)
Title (in italics), date
Medium
Edition number (if applicable)
UCSF Catalog Number

For donated artworks, wall label text may include a gift acknowledgement such as “Gift of Donor Name.”

Optionally, wall label text may include the artist’s nationality and/or birth date or, if deceased, dates of birth and death.

Long form wall labels may also include several sentences about the artist or artwork. These statements may be provided by the artists, if possible, and are intended to help viewers get a better understanding of 1) the artist, 2) the artist’s practice / approach / interests, and 3) the particular artwork, such as the concept, subject, process, etc.

Standard wall label example:



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Standard wall label text example:

Hagit Cohen
Berkeley, CA
Allium Seed Pods, 2019
Archival pigment print on paper
Edition 3/20

MB1015

Long form wall label text example:

Paz de la Calzada
San Francisco, CA
Blue Kolam 22, 2023
Acrylic on canvas

The word “Kolam,” a term originating in South India, encompasses intricate mandala-like drawings meticulously crafted by women to serve as a means of blessing or healing during specific holidays.

My journey to India revealed the empowering role of women in shaping cultural, spiritual, and craft traditions. Like many generations of women in my family back in Spain, Indian women engage in weaving, knitting, and stitching. However, in India, they extend their creativity to the ground itself, “knitting” or “writing” on streets with chalk or rice flour. Interestingly, the Spanish words for weaving (tejer) and text (texto) share a common Latin origin.

These artistic lines not only transform public spaces, but also express individuality more profoundly than words. As someone drawn to geometric patterns and intricate forms, witnessing these fierce women at work prompts me to reflect on my own fascination with creating intricate paths—whether to be walked or contemplated.

MB1148

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ART CATALOG

All artworks in the UCSF Art Collection are recorded in the UCSF Art Catalog (“Catalog”), which is maintained by the UCSF Art Committee (“Committee”). The Catalog is an internal spreadsheet that inventories artwork details such as image, artist name, title, year of creation, medium, dimensions, and valuation as well as UCSF catalog number, acquisition date, acquisition source, and location within UCSF. The most current Catalog can be found in Smartsheet, <https://app.smartsheet.com/sheets/hH9qVFqX743C22pvWwFPM6gCPCQpwwWcfFPJWmr1>. It is available for viewing by anyone granted permission by the Committee.

All new art acquisitions, deaccessions, and relocations (within UCSF or to temporary storage) should be promptly recorded in the UCSF Art Catalog. With access granted by the Committee, UCSF project managers or art consultants who oversee art procurement, commissions, relocations, or temporary removal and storage, may update the Catalog. Updates should be made on the Art Catalog itself (if the Committee permits) or on a template provided by the Committee, both of which specify required and optional information to be completed. The Committee will periodically review the Catalog to ensure it is up to date.

Plan for UCSF Art Collection

DONATIONS

UCSF may receive offers of donated artworks to be considered for acquisition into its art collection. Donors may also offer funds designated to support the UCSF art collection. The following guidelines will help determine if artwork donations should be accepted and the process by which offers are to be reviewed. These guidelines are intended for reference by UCSF and are not intended to inform the general public or potential donors.

Inquiries and Assessment

Artworks

Inquiries to UCSF staff regarding artwork donations should be directed to the Senior Director of Gift & Endowment Planning at UCSF, a role currently held by April Kim. The Senior Director of Gift & Endowment Planning or delegate will collect from the potential donor information about the artwork, enter it into the UCSF Art Donations Portal, and contact Art Committee representative(s) to review the submission. Members of the committee may also enter potential donation information into the UCSF Art Donations Portal on behalf of those outside of UCSF. Submissions to the Portal will be monitored by Art Committee representatives and/or the Senior Director of Gift & Endowment Planning.

Information to be submitted initially includes:

- Donor name and contact information
- Artist name, title, date of creation (if known), medium (if known), dimensions
- Framing information
- Photos of artwork front and back sides, including framing
- Statement that artwork is in good to excellent condition
- Artwork value (estimated retail value or purchase price and date of purchase)
- Source from whom artwork was acquired
- Statement of ownership or title to the work
- Statement that artwork does not infringe upon the copyright of others
- Acknowledgement that UCSF accepts gifts free and unencumbered without restrictions
- Acknowledgement that donor may request a specific location for artwork display, but UCSF will ultimately select its location
- Acknowledgement that prior to accepting art, UCSF needs to agree to arrangements for any required framing, means of display, wall label, storage, delivery, wall backing, and/or installation, including which party—UCSF or the donor—is responsible for these.

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- Acknowledgement that UCSF is responsible for ongoing artwork maintenance and may decline an artwork that is beyond its capacity to maintain.

Additional information such as the following may be requested:

- Conservator's assessment for artwork whose condition, safety, or durability is in question
- Maintenance requirements
- Professional appraisal facilitated and funded by the donor (required for artwork with an estimated value of \$5,000 or more to be eligible for a tax deduction)

After initial review by Art Committee representative(s) to assess whether the artwork meets the Criteria for Accepted Artworks (below), an offer may be: 1) provisionally accepted, 2) declined, or 3) brought before the Art Committee to make a recommendation for acceptance or rejection.

The Art Committee meets quarterly and may seek input from arts professionals, community partners, or others to ensure assessments involve expertise and diverse viewpoints. The review process can take several weeks to months to complete. The Senior Director of Gift & Endowment Planning or delegate at UCSF will contact the potential donor at the email address provided after the artwork is reviewed.

Monetary Gifts

Offers of monetary gifts intended to support the UCSF art collection should be directed to University Development and Alumni Relations.

Donors whose funds significantly contribute to acquiring a particular artwork or suite of artworks may be recognized with a donor plaque designed according to UCSF standards.

Potential Uses of Artworks in the Collection

- 1) Artworks may be displayed within public areas of UCSF buildings and sites, such as courtyards, plazas, lobbies, waiting rooms, auditoriums, corridors, patient rooms, cafeterias, restrooms, and offices visited by the public.
- 2) Artworks may be displayed within non-public UCSF buildings and sites, such as staff areas, classrooms, labs, and private offices.
- 3) Artworks may be held in appropriate temporary storage if renovations or other facility changes displace the artwork until artwork can be moved to a new location or replaced when its original location is restored.

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- 4) UCSF will provide a standard wall label to accompany the artwork. The wall label will acknowledge the donor as follows: “Gift of Donor Name” or, if preferred by the donor, “Gift of Anonymous Donor.”

Criteria for Artworks Accepted into the Collection

1) Artwork supports the mission of the UCSF art collection as follows:

- **Enhance the healing environment** by evoking a sense of calm, beauty, or inspiration.
- **Educate and inspire** by showcasing diverse artistic perspectives that connect with science, health, and the human condition.
- **Spark discovery** by displaying art that explores new ideas and fosters innovation.
- **Promote a sense of belonging** by reflecting the diversity of our community and by connecting people to each other, their environment, UCSF, and their community.

Artwork may not be appropriate if:

- The medium does not meet **infection control and display limitations** (for example, collectibles: paper or cloth craft items, antiques, and toys are unacceptable).
- Artwork **requires a significant investment** in framing, enclosure, display, electrical infrastructure, site preparation, or specific lighting.
- Artwork requires ongoing **maintenance** that is beyond the capacity of UCSF
- Artwork can be interpreted as promoting **violence**, a **specific religion**, or a **political viewpoint**.
- Artwork or artist does not contribute to UCSF’s **diversity, equity, and inclusion** goals.
- Artwork contains identifiable **depictions of UCSF employees, students, or patients**
- Artwork is, in any way, an **advertisement** for or representative of any business or corporation
- Artwork contains **copyrighted or trademarked** characters or images

2) There is a suitable location for the artwork.

- A specific location that is appropriate in scale and context has been identified.
- UCSF typically has multiple available locations suitable for the scale and type of the artwork being offered.

3) Framing, pedestal, case, and/or other means of display are appropriate or will be provided.

- The artwork is already framed according to UCSF’s framing standards and clearly meets all safety and durability standards, such as archival matte and

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backing, Plexiglas facing, the ability to be security mounted, and PVC-free materials.

- The donor has agreed to have the artwork framed, mounted, or otherwise prepared for display at the donor's expense, according to UCSF standards. Note that UCSF may provide guidelines and estimated costs for framing prior to donor's commitment to have artwork framed.
- UCSF has identified funding to frame or prepare the artwork for display. Donor or UCSF will coordinate and fund the design, fabrication, and delivery of a wall label per UCSF guidelines.

4) Storage, delivery, and installation have been arranged to UCSF's satisfaction.

- Donor or UCSF has the means to store artwork safely until it can be installed.
- Donor or UCSF will arrange for and pay costs of artwork delivery.
- Donor or UCSF will fund artwork installation.
- UCSF will coordinate the installation of artwork and labels in UCSF owned or leased buildings.

5) Condition, safety, and maintenance requirements meet UCSF standards.

- The artwork is in good or excellent condition and does not require repair or restoration.
- The artwork is not a public safety, health, or infection control hazard.
- The artwork complies with building codes and regulations, such as ADA and infection control standards.
- The artwork is made of durable materials and constructed in such a way that it will remain in good condition for a minimum of ten years.
- The artwork does not require maintenance other than simple routine cleaning such as dusting, wiping with Plexi cleaner, or similar.
- If the artwork's condition, safety, or maintenance requirements are in question, the donor will provide an assessment by a qualified art conservator.

6) Donor has a title to the artwork, and the artwork does not violate copyright.

- There is no reason to question that the donor is the rightful owner of the artwork; if there is a question about the donor's ownership, the donor will provide proof of ownership.
- The artwork represents the authentic and original artwork of the artist identified with it, and it does not violate copyright law.
- If the donor is the artist who created the artwork, the donor/artist grants UCSF written permission to make 2-dimensional reproductions of the artwork for noncommercial purposes only, such as for art collection archives or within images that document or promote UCSF's facilities, on UCSF's web site, in UCSF's printed and digital promotional materials, and in printed or digital articles

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about UCSF. If desired, UCSF will need to create a separate written agreement with the artist/donor to secure permissions to create 3-dimensional reproductions or any reproductions used for commercial purposes, such as within a logo or branding campaign, or on t-shirts, postcards, posters, mugs, etc. that are offered for sale, as gifts, or as giveaways.

Note that UCSF's diversity, equity, and inclusion goals should always be considered.

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DEACCESSIONING ART

Although it is the intent of UCSF to maintain acquired art as a permanent part of our collection, circumstances may arise that require the removal of art from public display. The two most common reasons are:

1. a change to the building structure, occupancy, or function that impacts the way the art is viewed, while no other appropriate location is available or foreseen
2. concerns raised about the suitability of art for display within UCSF

Changes to the Environment that Prevent Ongoing Display of Art

In the case of a change to the building structure (including, among other things, demolition) or function, the UCSF Art Committee (Art Committee) will be responsible for managing UCSF collection art within that building, including relocating artworks where possible and, on rare occasions, deaccessioning artworks if no appropriate display locations are available or foreseen.

- *For commissioned pieces:* The Art Committee will refer to the commission contract's specifications for relocation or deaccessioning procedures and related artist rights in finding an alternative location for display or returning the artwork. As needed and feasible, the Art Committee will seek input from the artist regarding relocation options. If the Art Committee aims to return the artwork, it will seek legal counsel to confirm such a return complies with requirements for state-owned property.
- *For non-commissioned acquired pieces:* Where possible, the Art Committee will attempt to find an alternative suitable location for the art, by matching the art with spaces needing art. If it is expected that a space will be located, the pieces may be placed in storage temporarily (no longer than one year, unless a space is identified but not ready for installation within that time). Artworks located in temporary storage shall be recorded as such in the UCSF Art Catalog. If an artwork is not expected to be redisplayed, the Art Committee will seek legal counsel regarding deaccessioning options for state-owned property, and, if legally acceptable, may advise that UCSF deaccession the artwork.
- *For donated pieces:* The Art Committee will refer to the donor acquisition terms, if any, regarding relocation or deaccessioning. Pending compliance with those terms, the Art Committee will attempt to find a suitable, alternate location in which to

display the art. Unless obligated by its acquisition terms, the Art Committee may, at its discretion, discuss relocation options with the donor after consulting University Development and Alumni Relations. If there is no suitable alternative location available or foreseen, the Art Committee will seek legal counsel regarding deaccessioning options for UC-owned property, and, if legally acceptable, may advise that UCSF deaccession the artwork.

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Evaluating Suitability of Displayed Art

Questions about any displayed artwork's safety, condition, or alignment with UCSF's mission and values may be brought forward by any member of the UCSF community and such concern will be reviewed by the Art Committee. The Art Committee shall meet to assess the suitability of art for the space in question, or for display within UCSF in general, and use the parameters below in its evaluation.

- 1) The alignment of the artwork with the mission of the UCSF Art Collection.
- 2) The suitability of the art content for the space and the possibility of preferable alternate display locations.
- 3) Changes in the use, character, or design of the site, which affect the suitability of the work for the space, and consideration of more suitable alternate display locations.
- 4) The condition or security of the artwork.
- 5) The maintenance required by the art and/or concerns regarding its design or workmanship.
- 6) Whether the artwork has been damaged and repair is impractical or unfeasible.
- 7) Concerns about public safety.
- 8) Significant adverse reaction from the UCSF community.
- 9) The authenticity or licit provenance of the artwork is called into question.

Deaccessioning Guidelines

After unsuccessfully seeking a suitable alternate location for an artwork, means to display an artwork safely, or a way to reasonably maintain an artwork, the UCSF Art Committee may advise that UCSF deaccession it. UCSF will comply with the following when advising that deaccessioning is applicable to the particular artwork: 1) artist commission agreement terms; 2) donor acquisition terms; 3) applicable requirements for UC-owned property, and 4) applicable state and federal laws regarding artwork.

UCSF may consider the following when deaccessioning work, pending compliance with the above, including but not limited to:

- offering the artwork back to the artist or donor
- offering the artwork to a UCSF initiative, such as the Alliance Health Project art auction fundraiser
- offering the artwork to UCSF staff or community members through an equitable process
- selling the artwork in an appropriate market

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ART COLLECTION PROMOTION AND EDUCATION/INTERPRETATION

While the UCSF Art Collection primarily serves those who occupy UCSF buildings and surrounding areas, the collection may also be of interest to the broader public, currently and in the future.

Wall Labels

Within UCSF, Collection artworks are identified with wall labels and identifying plaques that provide information about the works and the artists who made them. This is the primary way in which staff, students, patients, and visitors may learn more about the works they encounter. (See the “Framing, Installation, and Labeling Guidelines” section of this Plan for UCSF Art Collection.)

UCSF Art Collection Web Site

Information about the Art Collection is also publicly available on UCSF’s web site. For example, a map with accompanying photos and descriptions of commissioned artworks from the J. Michael Bishop Art Collection at Mission Bay, as well as a list of artists whose work was acquired for that collection, is available online (<https://artcollection.ucsf.edu>). This and similar art maps that may be created in the future can serve as references for self-guided art tours, curatorial research, education, and promotion of the collection.

UCSF Art Catalog

The UCSF Art Catalog archives information about Collection artworks. This catalog may be referenced by those within and outside of UCSF who want to learn more about the artworks, including their creators, acquisition sources and dates, and other details that may be informative to those who are interested in, study, write about, or teach art and art history. (See the “Art Catalog” section of this Plan for UCSF Art Collection.)

Temporary Exhibitions

Artworks from the UCSF Art Collection are sometimes curated into specially designed temporary exhibitions on view within certain departments or public spaces within UCSF. These temporary exhibitions may serve as resources or educational tools for specific groups of students, researchers, patients, visitors, or staff. Sometimes they include artworks borrowed from outside the Collection. Curated temporary exhibitions accompanied by informative wall labels and exhibition didactics can expand viewers’ understanding and appreciation of the artworks or the themes addressed by them.

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UCSF affiliates planning exhibitions should reference the “Mission,” “Vision,” and “Guiding Principles” of this Plan for UCSF Art Collection to consider how exhibitions may align with UCSF’s art program goals. They should also reference the Plan’s “Framing, Installation, and Labeling Guidelines” to inform installation and presentation methods, including those that consider accessibility. Relocations of Collection artworks should be noted in the UCSF Art Catalog when removed from and returned to the artworks’ original locations. (See the “Art Catalog” section.)

Arrangements for temporary exhibitions should include:

- Proper artwork packing
- Safe artwork transportation
- Skilled art handling and installation
- Secure artwork display
- Signage that complies with UCSF standards

For artworks not owned by UCSF, exhibition planners should document loans with loan forms, complete condition reports upon receipt and return of artworks, and ensure proper insurance coverage by consulting Risk Management.

Opportunities for Enhanced Promotion and Education/Interpretation

The Art Committee has identified opportunities to enhance promotion and education/interpretation of the UCSF Art Collection, pending available resources and funding.

The following may be implemented regarding the existing Art Collection with currently available resources, or with minimal additional resources or funding. Those that are applicable are also recommended as common practices for art acquisitions moving forward:

1. Web site updates

Update the UCSF Art Collection web site, such as adding recent art acquisition information, images, and/or maps; adjusting maps or locations for posted artworks that have been relocated; adding information about artworks that have been confusing to viewers; and/or adding audio options to increase accessibility for those with impaired sight.

For current and future art acquisition projects, project managers may gather art images with resolutions appropriate for web postings as well as audio or video recordings by commissioned artists and/or artists contributing significant works, which may be edited and posted on the web site in the future.

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2. Enhanced wall labels

Create long form wall labels for artworks that may be confusing to viewers to provide greater context, perhaps including QR codes that link to additional text, audio files, or videos. (See the “Framing, Installation, and Labeling Guidelines” section.)

For current and future art acquisition projects, project managers may gather audio or video recordings by commissioned artists and/or artists contributing significant works, which may be edited and linked to wall label QR codes in the future.

The following are means of enhancing Art Collection promotion and education/interpretation that require additional resources and funding:

1. Art Collection App and/or GIS

Use a software application and/or geographic information system to enable the creation of self-guided art tours, access to art information beyond wall labels, and Art Collection location mapping. Consider accessibility issues including the “digital divide.” For example, consider offering paper maps or other ways to access art tours. Publicly accessible art tours and information beyond wall labels may enable learning opportunities for students and faculty at local art education institutions, art historians, curators, and other interested community members.

2. Art Collection spotlights

Provide opportunities for greater education and engagement by highlighting certain Collection artists and artworks in artist talks, artist-led tours, panel discussions, or other events. Post on social media and other media outlets features of artists or artworks in the Collection.

3. Art Collection as an educational resource

Use the Art Collection as a resource for education at UCSF, such as offering tours or lectures that illuminate how art contributes to the healing process or how viewing artwork may improve medical practice skills.

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FUNDING AND INSURANCE

Funding

The UCSF Art Collection is supported with funds allocated as part of certain construction projects as well as via donated funds. The following guidelines provide information about when an art budget should be allocated as part of a construction project, how the art budget may be used, the standard art budget amount, and circumstances in which an art budget may be reduced or waived.

Art Budget Applicability

UCSF Health and campus funded capital projects with a direct construction budget over \$5 million shall include an art budget. Department funded projects are not required to include art budgets, but departments may opt to acquire art as part of construction projects they fund, contributing to the UCSF Art Collection.

Art Budget Uses

The art budget shall be restricted to the following uses:

- Art consulting
- Artwork acquisition or commissioning
- Honoraria for artist finalists to interview and/or submit proposals
- Artwork transport and installation
- Art signage or wall labels
- Direct construction scope required to support the artwork (e.g., reinforced backing, seismic bracing, lighting, security infrastructure, etc.)

The art budget shall not be used for ongoing maintenance of the artwork post closeout of the capital project.

Art Budget Amount

The standard art budget is 1.0% of direct construction costs.

Art Budget Reductions or Waivers

In some cases, the art budget may be lowered in consultation with the project's executive governance (when applicable) or the Campus Architect depending on the following considerations:

- Size of the project budget: very large capital projects (over \$100M direct construction) may justify a lower percentage.
- Type and amount of new space created or renovated: projects with very little new or renovated public space may justify a lower percentage.
- Reuse of existing art: if there is a plan to reuse existing art in a new or renovated space then the art budget may be lower.
- Donor provided art: the art budget may be lowered if UCSF has agreed to accept a gift of art for the spaces being constructed.

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Waivers to the art budget requirement may be granted by the project's Executive Oversight Committee (when applicable) or the Campus Architect. Examples of waiver justification:

- Major equipment purchases and installation comprise the majority of project costs.
- Project is a facility infrastructure or repair project.
- User does not want to include art in a Department or Principle Investigator funded project.
- Project has a funding source that is restricted, and art is not an allowed expense (e.g., NIH capital grants).

Insurance

Most artworks in the UCSF Art Collection are insured as property under UCSF's general property insurance policy. High value artworks are insured as fine art within a fine art schedule. Risk Management manages all UCSF insurance, including for artwork. Two times per year, Risk Management updates insurance provider(s) regarding artworks in the Collection, including those at UCSF, in storage, and on loan.

Art Catalog data, managed and shared by the Art Committee, is used by Risk Management to provide these updates. When new art is acquired, the Art Committee should report the acquisition to Risk Management. This report should include the artwork information, locations within UCSF, acquisition values, and replacement values, as recorded in the Art Catalog. In the future, the Committee may transition to an asset management system to maintain records of the UCSF Art Collection, replacing the current Art Catalog spreadsheet. If Risk Management can directly access this system, it will streamline the process of gathering information for insurance updates.

If artwork is damaged or missing, Risk Management should be contacted to determine if insurance will cover the repair or loss. Risk Management will advise on the necessary steps to file a claim, such as documentation of the artwork's value. Risk Management may also offer recommendations on how to minimize the risks to the collection, such as considerations for artwork safety, placement, and means of display.

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ART PROGRAM MANAGEMENT

Currently, the UCSF Art Collection and all activities related to it are managed by volunteer UCSF Art Committee members as well as contracted art professionals such as art consultants, framers, installers, conservators, and maintenance providers.

Services provided by the UCSF Art Committee

The following are Collection-related services currently provided by Committee members, along with management approaches to be considered for future implementation. “Enhanced management” refers to management practices that are currently or may be implemented, pending the identification of necessary funding sources. “Robust management” represents management practices that may be implemented in a future state in which UCSF dedicates staffing resources to maintain the Art Collection.

1. Identifying opportunities for procurement and art curation
 - *Enhanced management:* On an as needed basis, contract with an art consultant to help identify art opportunities
 - *Robust management:* Designate a portion of a dedicated staff person’s time to help identify art opportunities; staff person should have expertise in art placement, curating, and/or facilities design and planning
2. Advising on maintenance, and securing consulting services when needed
 - *Enhanced management:* On an as needed basis, contract with an art consultant or art maintenance expert to coordinate artwork condition assessment, maintenance, repair, and conservation
 - *Robust management:* Designate a portion of a dedicated staff person’s time to identify qualified service providers and coordinate art maintenance, repair, conservation, packing, transportation, framing, and installation; to create, and implement maintenance plans and schedules; to conduct condition assessments; and to document maintenance activity; staff person should have general knowledge of art maintenance
3. Developing and implementing a funding model for the acquisition of new works
 - *Enhanced or robust management:* Not required
4. Considering and making decisions regarding relocation or deaccession of existing artworks
 - *Enhanced management:*
 - a) On an as needed basis, contract with art consultants to help identify sites for relocated artworks and coordinate artwork de-installation, transfer, and installation

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- b) On an as needed basis, contract with art experts such as art historians, curators, or appraisers to advise regarding cultural and/or economic values of artworks being considered for deaccession
 - *Robust management:*
 - a) Designate a portion of a dedicated staff person's time to manage art relocations within UCSF; staff person should have expertise in art placement, curating, and/or facilities design and planning
 - b) Designate a portion of a dedicated staff person's time to coordinate internal evaluations and decisions regarding deaccessioning artworks and to engage art experts who may help evaluate those artworks
5. Coordination with UCSF units that host temporary artwork displays, including providing guidance or input as needed
- *Enhanced management:* On an as needed basis, contract with art experts such as curators, art historians, art consultants, exhibition designers, or installers to advise regarding exhibition planning and installation
 - *Robust management:*
 - a) Designate a portion of a dedicated staff person's time to provide guidance and support as needed; staff person should have knowledge of exhibition planning and installation, or
 - b) Hire or designate an in-house Art Curator to provide guidance, manage, and/or curate exhibitions requested by UCSF units and to manage temporary artwork exhibitions or displays elsewhere in UCSF that are proposed by the Art Curator, an Art Committee member, or other UCSF affiliate and approved by the Art Committee
6. Responding to offers of artwork donations
- *Enhanced management:* On an as needed basis, contract with art experts such as art consultants, historians, curators, or appraisers, to advise regarding cultural and/or economic values of artworks being considered for acquisition
 - *Robust management:* Designate a portion of a dedicated staff person's time to receive, process, coordinate reviews of, and respond to donation inquiries; help identify donated artwork locations; coordinate artwork preparation, delivery, and installation; coordinate design, production, and installation of artwork signage; and catalog artwork
7. Managing the UCSF art catalog
- *Enhanced management:* On an as needed basis, contract administrative services to maintain the fidelity of our UCSF art catalog
 - *Robust management:* Designate a portion of a dedicated staff person's time to conduct art catalog data entry, periodically review art catalog data, manage inquiries about and access to the art catalog, and manage ongoing maintenance of art catalog

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8. Maintaining a list of interested artists (currently managed by UCSF Campus Architect)
 - *Enhanced management:*
 - a) On an as needed basis, contract administrative services to maintain contact information, including web site and/or social media links, for interested artists, or
 - b) Contract with an art consultant to gather and maintain contact information as well as relevant images and information for interested artists
 - *Robust management:* Designate a portion of a dedicated staff person's time to maintain records of interested artists; staff person should have knowledge of the UCSF Art Collection, curating, and/or facilities design

Services provided by contracted individuals or firms

The following are Collection-related services currently provided by contracted individuals or firms. It is recommended that these services continue to be outsourced.

1. Art consulting: This includes identifying art locations for specific project sites, managing art budgets and schedules, leading the art selection process, facilitating stakeholder input and approvals, managing art procurement and commissions, coordinating framing, delivery, and installation, designing and procuring art signage, and recording artworks in the UCSF art catalog.
2. Art maintenance: Services include routine cleaning and maintenance, artwork repair or conservation, and framing repair or replacement, as well as maintenance documentation, such as creating condition reports and drafting maintenance plans.
3. Framing, delivery, installation, and wall label production: These services ensure the proper presentation and placement of artwork.
4. Art appraisals: Conducting professional evaluations to determine the value of artworks.