

POLICIES OF THE ALBUQUERQUE MUSEUM

BOARD OF TRUSTEES

Reviewed, revised, and approved by the Board of Trustees on April 14, 2021
June 9, 2021 and February 9, 2022

Codification of the Board of Trustees Policies
The Albuquerque Museum

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Article I – General

1.1 The Mission of The Albuquerque Museum

Mission: As a cornerstone of our community, Albuquerque Museum cares for important collections of art and history, presented through well-curated exhibitions and programs that inspire and promote learning across cultures.

Vision: The Museum will expand the quality and scope of its collections; elevate the understanding of our city, our state, and the greater Southwest; and engage Albuquerque with a global community.

Values: Curiosity • Collaboration • Dialog • Respect • Acknowledgement • Representation • Place

1.2 Board of Trustees Authority and Approval

The Board of Trustees is established and governed by the City of Albuquerque Code of Ordinances, Chapter 10, Article 4. A primary responsibility of the Board of Trustees is to establish such policies as are deemed necessary for the operation of the Museum. This document describes the policies of the Museum and Board of Trustees as approved by the Board of Trustees on April 14, 2021, June 9, 2021, and February 9, 2022.

1.3 Admission

This institution was established by ordinance and funded by public revenues to transmit knowledge and appreciation of its resources and programs for the benefit of the entire community. Fee schedules and free days will be in accordance with the provisions of the organizing ordinance.

1.4 Diversity, Equity, Access, and Inclusion

The Museum’s mission statement is dependent upon a culture and policies that reinforce the organization’s commitment to creating a museum where everyone is welcome. The Museum seeks to integrate and ensure that a diversity of voices, perspectives, knowledge systems, and skills are represented in our exhibitions, programs, collections, and policies. The Albuquerque Museum strives to ensure that the populations of Albuquerque are represented in every level of policy making, hiring, governance, collections, and programming.

The following definitions of Diversity, Equity, Accessibility, and Inclusion are applied based on the American Alliance of Museums definitions as follows.

Diversity:

Diversity is all the ways that people are different and the same at the individual and group levels. Even when people appear the same, they are different. Organizational diversity requires examining and questioning the makeup of a group to ensure that multiple perspectives are represented.

Equity:

Equity is the fair and just treatment of all members of a community. Equity requires commitment to strategic priorities, resources, respect, and civility, as well as ongoing action and assessment of progress toward achieving specified goals.

Accessibility:

Accessibility is giving equitable access to everyone along the continuum of human ability and experience. Accessibility encompasses the broader meanings of compliance and refers to how organizations make space for the characteristics that each person brings.

Inclusion:

Inclusion refers to the intentional, ongoing effort to ensure that diverse individuals fully participate in all aspects of organizational work, including decision-making processes. It also refers to the ways that diverse participants are valued as respected members of an organization and/or community.

Exploring the intersections of art, history, and culture Albuquerque Museum shares multiple perspectives and experiences that tell the broad ranging stories of our city, our region and beyond. The Museum recognizes the necessity for diverse voices, perspectives, and skills to be included in the work the Museum does and in the work the Museum presents to the public. The Museum strives to create equal access to opportunities, which may require accommodations to ensure access. The Museum acknowledges past exclusion and is working to achieve genuine inclusion. Achieving equity requires deliberately applying time, resources, and consideration to achieve this goal. In addition, our Museum values its relationships with the community through building trust and understanding.

The Museum strives to be an organization in which all individuals are treated fairly and respectfully; are valued for their distinctive skills, experiences, and perspectives; have equal access to resources and opportunities; and can contribute fully to the organization's success. Inclusion requires intentional, ongoing effort to ensure that diverse individuals fully participate in all aspects of organizational work, including decision-making processes. It also refers to the ways that diverse participants are valued as respected members of an organization and/or community.

The Albuquerque Museum's commitment to diversity, equity, accessibility and inclusion ensures:

The Museum is accessible. The Albuquerque Museum strives to provide programs and exhibitions that address barriers of language, ability, or income.

The Museum is welcoming. The Albuquerque Museum acknowledges it sits on traditional Tewa homeland and is the beneficiary of a rich heritage and knowledge. The Museum is welcoming to all residents of New Mexico and visitors.

The Museum promotes trust and equity and minimizes disparities and marginalization by seeking to engage the creative sector with the broader community in creating and developing collaborative opportunities.

The Albuquerque Museum strives to embed diversity, equity, access and inclusion in its operations, from staff to volunteers to board of trustees to its programming, exhibitions and collections. The Museum supports pay equity, diversity in hiring and employment practices, and in providing a safe and welcoming place to work in and to experience.

1.5 Public Relations

The Chair or his/her/their designated representative from the board shall speak on its behalf in reporting or explaining board actions or in confronting emergencies. It shall be the responsibility of the Chair or this designated representative to maintain close liaison with the Museum Director in order to ensure a coordinated and accurate flow of information.

Ethically, it is the responsibility of the individual trustee to respect the collective voice of the board, as recorded in the formal minutes. This statement is not to be construed as forbidding expression of a member's opinion as an individual.

It is understood that the Museum will follow the standard City policy that information affecting City activities should be made available to all interested parties or media on an equal basis. Because of publication times it may be necessary to vary the release times to provide equal opportunity to the various news media. The equal availability of information does not preclude the granting of exclusive interviews should such be initiated by the media.

1.6 Museum Gift Shop and Café

The Museum gift shop and café shall be operated by the Albuquerque Museum Foundation, Inc. ("Museum Foundation" or "Foundation") as lessee in accordance with its contract with the City and in compliance with the policies of the Foundation.

1.7 Museum Volunteers

Museum volunteers working in direct support of staff activity shall be under the supervision of the appropriate staff members and City policies. Volunteers are subject to the Museum's Code of Ethics. Volunteers include docents, advisory committees, Photo Archives volunteers, and project specific volunteers.

Article II - Exhibitions

2.1 The Scope of Exhibitions

In keeping with the overall mission of the Museum (I, 1.1) the scope of its exhibitions shall generally follow specific policies established for the formation of the History, Art and Archival Collections (III, 3.2 and 3.3, respectively), and for the achievement of the educational goals of the Museum. Briefly, the scope of the exhibitions shall cover historical and contemporary subjects of local, regional, or international significance. The Museum shall continue to sponsor important exhibitions of local art and history. A companion responsibility shall be the presentation of exhibitions in the fields of art and history in any appropriate context without reference to local, regional, or historical significance. The scope of exhibitions discussed here must at all times refer to and come within the context of the educational goals of the Museum.

2.2 Exhibition Standards

The Museum is a public institution largely supported by local tax sources. As a policy, it will endeavor to understand, recognize and foster the multi-cultural values of the local area in presenting its exhibits. The Board of Trustees is aware that a wide diversity of individual opinions exists concerning what is acceptable for exhibition. It strongly believes that censorship of exhibits should be avoided and that staff will apply sound professional judgments in determining the content of exhibitions. Research and exhibition of human remains and sacred objects must be accomplished in a manner acceptable not only to fellow professionals, but also to those whose culture and beliefs are represented by such materials. Educational programs based on such remains and objects must strictly adhere to the value of acceptability both to fellow professionals and to those whose culture and beliefs are represented by such materials.

2.3 Purchase Award Policy

Purchase awards are sanctioned and will be actively sought for competitive exhibitions which are either sponsored or co-sponsored by the Museum. The Museum Director and staff shall make every effort to seek benefactors to purchase significant works from such exhibitions for inclusion in the permanent collections.

2.4 Photographic Policy

The use of hand-held cameras within the Museum may be authorized upon request. Objects on loan to the Museum may or may not be photographed, depending on the terms negotiated with the lender. The Museum staff will strive to secure permission for non-flash photography. Extensive photographic projects or the use of tripods, and special lighting equipment require prior approval by the Museum Director or his/her/their

designee in order to assure the safety of exhibition objects and the convenience of Museum visitors.

2.5 Solo Exhibitions

The Museum typically does not present solo living artist exhibitions. The Museum may present one-person exhibitions of living artists upon recommendation of the Museum Director and approval of the Board of Trustees. Approval must comply generally with the following criteria:

1. The artist/artisan should have an established local, regional, or national reputation as demonstrated by published documentation of creative accomplishments in recognized journals or by exhibitions in museums or commercial galleries.
2. In exceptional cases, the work of an "unknown" artist/artisan may be exhibited if the works have special significance and stimulate learning within the overall mission of the Museum.
3. The exhibition is not for the primary purpose of selling the works displayed.
4. The Museum shall have overall control of all aspects of the exhibition.

2.6 Exhibition Proposals

Any organization or individual may submit a full proposal for review by the Museum's Exhibition Selection Committee.

Article III - Acquisitions

In accordance with City ordinance establishing the Albuquerque Museum, authority is vested in the Board of Trustees to "establish policies for the control, acquisition and disposal of Museum material." The following acquisition policies are derived from the mission of the Museum (I, 1.1) and they apply generally to both permanent and reserve collections, except as noted.

3.1 General Policies

1. The following conditions are intended to be met when items are acquired and accepted for accessioning into the permanent collection of the Museum
 - a) The items are relevant to and consistent with the purposes and activities of the Museum as described in the collections plan for art, history, and archives collections;
 - b) The Museum can provide for the storage, protection and preservation of the items under conditions that ensure their availability for Museum purposes and in keeping with professionally accepted standards;
 - c) The items shall have permanency in the collections so long as they retain their physical integrity, their identity, and their authenticity, or so long as they remain useful for the purposes of the Museum;
 - d) The Museum endorses and will abide by the 1970 UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export, and Transfer of Ownership of Cultural Property. [Nov. 14, 1970, Gen. Conf. 17ths Sess. 10 Int. Legal Mat. 289 (1971)];
2. Specific acquisition policies of this policy statement are intended to be flexible enough to permit negotiation and acquisition of collections of outstanding value or those that might be uniquely available. Art, history, and archives categories have equal priority and desirability.
3. Purchase in excess of \$50,000 shall require the approval of the Board of Trustees. The Museum staff upon direction of an Advisory Committee may bid for the Museum at auction provided that the hammer price plus buyer's premium does not exceed \$50,000.
4. Joint recognition policy of the Museum and the Museum Foundation: Public recognition will be made, on a yearly basis, for those who donate either money or items for the collection.

3.2 Specific Policies for the History Permanent Collection

1. The focus of the history collection of the Museum shall be upon New Mexico in the context of its southwest United States regional relationships.
2. The purpose of the collection is to preserve a record of the character of the area in its multiple chronological sequences and to contextualize and interpret the diverse histories and cultures of New Mexico.
3. Natural objects or items manufactured or used in the area are appropriate items for the Museum collection. Specimens from outside the focus area may be acquired if their presence will contribute substantially to an understanding and interpretation of the main holdings and are consistent with museum best practices.
4. Whenever possible, acquisition priorities will be assigned to support the permanent exhibits program defined by board policies.

3.3 Specific Policies for Art Permanent Collection

1. Collections will support the institutional role of the Museum as a public advocate and catalyst of the arts.
2. Collections will be multi-cultural, diverse, and inclusive, emphasizing regional arts. Attention will also be given to the acquisition of other works of art that provide context for the works in the permanent collection.
3. Work collected will focus on the quality, originality and general excellence of image and craftsmanship, and shall be accepted without regard to political, religious, racial, philosophical, or sexual content.
4. In the case of donations to the Foundation which possibly could be sited at the Museum, installation of such acquisitions on the Museum grounds or building is subject to approval by the appropriate staff and the Museum Director, after review for appropriateness to mission and cost of installation. First priority of installations is for objects from the Permanent Collection; installation of objects not in the Collection is not guaranteed.

3.4 Specific Policies for the Reserve Collection

1. Items offered to the Museum that did not comply with the general policies stated in III, 1.1a were placed in the reserve collections.
2. Items in the reserve collection may be used for the following purposes:

- a. Education. e.g., Casa San Ysidro, suitcase kits, hands-on materials, school loans;
 - b. Trade with other institutions;
 - c. Sale in conformance with Museum disposal policies.
 - d. Loans may be made upon request of offices of elected officials and must be approved by the Museum Director to ensure proper care in regard to facilities and security.
3. Items may be transferred from the permanent collection to the reserve collection in accordance with the deaccessioning policies of the Museum. Items in the reserve collection may at any time be reassessed and given status in the permanent collection.
 4. As of 2020, the reserve collection will be maintained but no additional artworks or historical objects will be acquired for the reserve collection. Only objects considered for the permanent collections will be acquisitioned.

3.5 Specific Policies for the Photo Archive Collection

1. The collection shall represent Albuquerque in a balanced and broad manner that honors the varied perspectives and backgrounds of its people.
2. The collection will accept photographic and A/V materials directly related to the mission of the Museum. To keep the scale of the collection manageable, the target collecting area shall be Albuquerque and the Middle Rio Grande Valley.
3. Donations of books or printed material will be evaluated to determine accessibility in a research room in-house or offered to another institution.

3.6 Procedural Policies

1. The Museum Director is authorized to acquire artistic and historic objects that are within Board policies. Exceptions to these acquisition authorities are defined under VI, 6.5.
2. A legal instrument of conveyance, setting forth an adequate description of the items involved for transfer will accompany all gifts and purchases and will be kept on file at the Museum. In all cases of sales and gifts this document shall be signed by the seller or donor and by an authorized representative of the Museum.

3. All art, history, and archives gifts and purchases will be acquisitioned in accordance with this legal instrument of conveyance and the Museum's Collections Management Plan. Conditional requests will not be considered.
4. Records of receipt for items in the permanent collection will be made and retained for all items and will be available for inspection by responsible persons upon written request to the Museum.
5. Title to all items acquired for the collections shall be obtained without restrictions as to use or future disposition. Exceptions are noted in VI, 6.5.
6. The Museum Director will refer acquisition or loan questions to the Board of Trustees for determination of acceptability under the following conditions:
 - a) Items that are, in the judgment of the Museum Director, of an exceptional or sensitive nature.
 - b) Matters in which a conflict of interest exists, may potentially exist or appears to exist.
 - c) All proposed long-term loans to the Museum.

If items are accepted by the Board under these special circumstances, pertinent conditions will be stated clearly in an instrument of conveyance or loan and will be made part of the records.

7. The Museum Director or Museum staff will report current acquisition actions to the Board of Trustees at least once quarterly.

3.7 Establishment of Advisory Committees

The Board of Trustees hereby establishes two Advisory Committees, a History Advisory Committee and an Arts Advisory Committee. The members of each committee will be appointed by the Board of Trustees for terms of three years, with members eligible to serve a maximum of two consecutive terms. The initial terms of members may be staggered in the first year of implementation of this policy. The membership of these committees shall reflect the goals of the Museum's Diversity, Equity, Inclusion and Access Plan.

The voting members of each committee will consist of at least two members of the Board of Trustees, one member from the Board of Directors of the Foundation, and not more than six additional members chosen for their knowledge and expertise in the fields covered by that committee. The chair shall be elected by members of the committee. At least one professional member of the Museum staff will be an ex officio member of each committee. The voting members of any committee shall be authorized to invite individuals to participate in discussion in those cases where special expertise not

represented on the committee is deemed desirable; such additional advisory individuals shall be entitled to be heard and their opinions weighed, but they shall have no vote on any matters before said committees. Each committee will be under the supervision of the Museum Director to carry out the following responsibilities:

1. Provide acquisition screening and/or advice on matters or items in its fields of responsibilities;
2. Understand the Museum's Art and History acquisitions plans and consider donations based on the policies described in section 3.1.
3. Recommend possible acquisition policy changes to the Board of Trustees;
4. Act as a resource and support group in matters of policy at the discretion of the Museum Director and appropriate curator.
5. Review proposals for ensuring conformance with Board adopted policies with respect to approving works deaccessioning.
6. Keep a written record of committee recommendations, actions and votes.

As adjunctive committees, each is responsible to the Board of Trustees for its performance. Should interpretive conflicts arise concerning overlapping responsibilities, the Museum Director will designate the committee having jurisdiction.

Article IV - Deaccessioning and Disposal of Collections

4.1 Definition

Deaccessioning is the process by which the museum removes an item from the permanent collection. Said item may be considered for disposal by transfer to reserve collection, sale, trade, barter, exchange, or salvage.

Disposal is the process by which either a deaccessioned item or a reserve collection item is removed from the museum's ownership by sale, trade, barter, exchange or salvage.

4.2 General Policy for Permanent Collection

It is intended that the items shall have permanency in this collection as long as they retain their physical integrity and their authenticity, or as long as they remain useful for the purposes of the Museum, and as long as they can be stored and preserved. Deaccessioning of items may be considered when these conditions no longer prevail or whenever it is in the interest of the Museum to improve the collection for its purposes and activities.

4.3 General Policies for Permanent Collections

1. Fashion or the prevailing taste of the day shall play as little part as possible in the decision to deaccession and/or dispose of an item.
2. Before disposing of any item from the collections for which inadequate records exist or restrictions as to use or disposition of the item under question are found to apply, the following shall be the procedure:
 - a) The Museum shall make reasonable effort to ascertain that it is free to dispose of the item.
 - b) Mandatory restrictions will be observed strictly unless deviation from their terms is authorized by a court of competent jurisdiction.
 - c) Items to which precatory restrictions apply will not be disposed of until reasonable efforts are made to comply with the restricting conditions.
 - d) If there is any question as to the intent or force of restrictions, the Museum will seek the advice of its legal counsel.
3. The manner of disposition should be in the best interests of the Museum, the public trust represented by the collections of the Museum, and the public, scholarly or cultural communities that the Museum serves.

4. Preference will be given to retaining, within the state or nation, any item that is part of its historical, cultural or artistic heritage unless there are sound museum-related reasons to do otherwise.
5. Consideration will be given to placing the items, through trade, exchange or sale in another tax-exempt public institution wherein they may serve appropriate museum purposes. If items are to be sold elsewhere, they shall be offered for sale at advertised public auction or other market in a manner that will best protect the interests, objectives, and legal status of the Museum.
6. Items will not be given or sold privately to members of the Board of Trustees, the Albuquerque Museum Foundation Board of Directors, to members of the Museum Advisory Committees, to Museum and Foundation employees, or to others who play any part in the accessioning, deaccessioning or disposal processes. No item shall be given to any private individual or group.
7. Should a donated item, having a market value of \$500 or more, be sold, traded or exchanged, recognition of the original donor(s) shall be given in the museum records. At the time of the public exhibit of an item acquired as a result of the disposal of the original item, the donor shall be recognized, in accordance with museum recognition policy.
8. Should an item in the permanent collection be discovered to be unauthentic, the following shall apply:
 - a) For an object acquired by purchase, the vendor shall be contacted and the City Legal Department notified; it shall be determined whether remuneration shall be made by means of refund or exchange.
 - b) For an object acquired by donation, a proposal shall be made through the advisory committee and the Board of Trustees to deaccession the object and the donor shall be notified, if possible, of the Board's actions and the reason therefore.
9. This statement of policies and procedures will be made available on request. In reply to responsible inquiry, the identity and description of collection items deaccessioned and disposed of will be made available.

4.4 Procedures for Deaccessioning Items from the Permanent Collection

The following steps will be taken in deaccessioning items from the permanent collection:

1. Recommendation for deaccessioning will normally be made to the Museum Director by the appropriate curator or a responsible authority approved by the curator.

2. The Museum Director will consider the proposed recommendation and may consult the appropriate advisory committee. The Museum Director, if approving of the proposal, will recommend deaccessioning to the Board of Trustees and will provide the following information:
 - a) The justification.
 - b) The Museum Director's monetary appraisal. For items valued at \$500 or more, or of a sensitive nature, an independent appraisal will be obtained.
 - c) The proposed method of disposal.
3. Deaccessioning proposals will normally be considered at regular meetings of the Board of Trustees; however, in the event that urgency for deaccessioning action develops that cannot await the next regular Board meeting, a special meeting of the board may be called by the Board chair.

4.5 Disposal Procedures

When an item has been officially deaccessioned and is ready for disposal, the following procedures will apply.

1. The Museum Director and Museum staff will determine the best means and details of disposal, e.g., sale, trade, barter, exchange, or salvage.
2. The Museum Director and Museum staff will prepare a memorandum setting forth the proposed disposal details and forward it to the Chair of the Board of Trustees for counter-signature, after which the Museum Director will complete the transaction.
3. All transactions will be carried out in accordance with City and state laws pertaining to the disposal of museum-type property and within applicable authorities.
4. Proceeds from sale or auctions will be deposited in the Museum Special Revenue Fund with the City and will be earmarked for Museum acquisitions only.
5. Original collection records on all items will be retained in the Museum files.
6. Adequate records of the conditions and circumstances of the deaccessioning and disposal of an item will be retained in the files of the Museum.

Article V – Collections Management and Loan Policy

The management of Museum collections and loan policies are stipulated in the Museum Collections Management Policy which is guided by best practices according to the American Alliance of Museums.

Article VI - Financial Development and Collections Development

Maximum benefit to the Museum in financial development and collections development will result from a coordinated program between the Museum, the Board of Trustees, the City Administration, and the Albuquerque Museum Foundation. This section defines, as policies, the fiscal and collections interactions between the Museum and the Foundation that are implicit in their governing documents.

6.1 The Vision and Mission of the Albuquerque Museum Foundation

Vision

The Foundation champions the Museum's exceptional exhibitions, educational programs, and acquisitions.

Mission

The Foundation, an independent, nonprofit corporation, raises funds for the Museum.

6.2 Gifts of Collections

The Museum and the Foundation will work together to ensure positive donor relations and education for the Museum staff, Foundation staff, and Board members involved in the process of acquiring gifts of artwork or historical objects for the permanent collection. Tangible personal property in the form of artwork, historical objects, and cultural materials intended for the Museum should be given directly to the Museum. The Museum Director must approve any gifts of collections.

6.3 Gifts of Collections Coupled with Auctions or Sales

It is sometimes possible to acquire portions of private collections of artwork or historical objects which may be appropriate for the Museum's collections through gifts, while the remainder of the private collection is put up for sale or auction. The steps to be taken are:

1. The Museum Director and Museum staff determines the desirability of the collection to the Museum.
2. If the collection is desired by the Museum and if an appraisal is needed, the Museum Director shall arrange for the appraisal. The Museum Director may request the use of Foundation funds for this purpose.
3. The Museum Director lists in order of priority items from the collection desired by the Museum.
4. The Foundation arranges details of the auction or sale and the gift to the Museum. Options for carrying out the program include, but are not limited to, the

following: purchase of the entire collection by the Foundation followed by gift and auction or sales; or direct auction or sale and gift by the owner with administrative support from the Foundation. The arrangements must not be allowed to affect the tax-exempt status of the Museum or the Foundation.

6.4 Gifts of Cash, Securities, Mutual Funds, and Real Estate

Means will be established within the Museum Special Revenue Fund administered by the City to accept and administer gifts of cash, securities, mutual funds, and real estate that may be given to the Museum. However, it shall be the policy of the Museum to encourage the donor(s) to transfer to the Foundation gifts covered by this heading, to be administered for the benefit of the Museum in accordance with the Foundation's gift acceptance policy.

Cash, publicly traded securities, and mutual funds will be accepted by the Foundation; such securities and funds will generally be sold immediately by the Foundation and proceeds used for the benefit of the Museum. Non-publicly traded securities and real estate may be accepted by the Foundation in accordance with the Foundation's gift acceptance policy, and then sold with proceeds used for the benefit of the Museum.

6.5 Endowments

If necessary, an Endowment Fund may be established by the Museum as part of the City Special Revenue Fund. However, it shall be the policy of the Museum to encourage donors, or potential donors, who desire to grant monies or properties in the form of endowments, to place them with the Foundation to be administered for the benefit of the Museum in accordance with the Foundation's governing documents.

The Foundation maintains endowments which create permanent and self-perpetuating income sources for Museum and Foundation needs. Endowment assets are invested by the Foundation in accordance with the Foundation's investment policy. Establishment of a restricted or named endowment fund is subject to the requirements specified in the Foundation's gift acceptance policy.

6.6 Grants

The generation of grant monies for specific projects may be undertaken by either the Museum or the Foundation.

6.7 Expenditures from the Foundation Funds

The Museum Director is empowered to request that the Foundation expend funds in accordance with the Foundation governing documents. Explanations of fund requests

shall be provided by the Museum Director to the Foundation Finance or Executive Committee on a schedule established by that body.

Foundation expenditures directly to the Museum and in support of the Museum will be reported on an annual basis to the Board of Trustees by a Trustee or a Foundation representative.

6. 8 Budget Requests to the Foundation

In the spring of each year, at a time established by the Foundation Finance Committee, the Museum Director shall submit budget requests for the upcoming fiscal year to the Foundation. These requests may be for exhibitions, programs and other Museum purposes as determined by the Museum Director.

Article VII - Education

The Education department is composed of professional staff and volunteers who advance Albuquerque Museum's mission through the development and implementation of programs and resources. This work is guided by the American Alliance of Museum's Principles of Best Practices in Museums.

7.1 Accessibility

Programs engage and serve Albuquerque's communities by developing and maintaining relationships with community organizations, schools, cultural institutions, universities, museums, and program participants.

Programs address and employ a diversity of perspectives. The Museum's programs acknowledge a variety of perspectives, provide multiple levels and points of entry into content, engage members of diverse communities to contribute their perspectives to museum collections and interpretation and promote the elimination of physical, socio-economic, and cultural barriers to museums.

7.2 Accountability

Museum programs are deeply rooted in content related to the Museum's collections and exhibitions. The Museum will collaborate with scholars and other community specialists in the development of content.

Programs are supported by theories of learning and education in museums. The Museum will use the techniques and technology appropriate to the educational goals, content, concepts, and audiences in the development of educational programming.

7.3 Advocacy

Education is central to the Museum's mission. The Education Curator and or staff will participate in interdepartmental discussions involving planning, development, and implementation from conception to completion. The Education Curator and staff contribute museum education expertise to a broad array of institutional efforts to discover and address the needs of the community.

1. The Education Curator and staff set goals and objectives and adopt strategies to document them.
2. The Education Curator and staff develop interpretation by integrating content and learning objectives for targeted audiences.

3. The Education Curator and staff collect data from and about visitors to measure learning and document the impact of the museum experience.
4. The Education Curator and staff incorporate evaluation findings into the planning and/or revision of interpretation.

Article VIII - Ethics

8.1 Code of Ethics

This Code of Ethics sets forth the standards of conduct expected of Trustees, Employees and Volunteers of the Albuquerque Museum (Museum). Museums are grounded in a tradition of service and stewardship. They are organized as public trusts, maintaining their collections and using their resources for public benefit. Museums—their governing authority, paid professional staff, and volunteers—must remain committed to and accountable for the proper care and management of their collections, and for the quality and nature of their scholarship, exhibitions, and programs. In fulfilling its mission, the Albuquerque Museum acquires in an ethical manner works of art and historical objects of aesthetic, intellectual, and cultural significance, and adheres to the highest professional standards in the care and interpretation of these collections. Trust in the Museum is also reflected in the belief of donors that their gifts of art and historical materials are well cared for, and that their financial support is wisely spent in the furtherance of the Museum's mission.

As non-profit institutions, museums comply with applicable local, state, and federal laws and international conventions, as well as with specific legal standards governing trust responsibilities. Museums, and those responsible for their operation and well-being, must do more than simply avoid legal liability; they must take affirmative steps to maintain their integrity and ensure they act not only legally but also ethically. With the adoption of this Code of Ethics, the Albuquerque Museum affirms its mission, ensures the prudent application of its resources, enhances its effectiveness, and maintains public confidence.

The Albuquerque Museum has enacted this Code of Ethics in recognition of its role as a community leader and steward of a public trust. This public trust status is reflected in the following: the United States government's recognition of the Albuquerque Museum as a Section 170(c)(1) institution and political subdivision of Albuquerque municipal government; the belief shared by donors that their financial support is being wisely spent in the furtherance of the Museum's stated mission; and the efforts expended by Albuquerque Museum trustees, staff, interns, and volunteers in the furtherance of the Museum's mission. The Albuquerque Museum maintains its public trust in its role as a preserver of our cultural heritage and in its presentation of art works and cultural materials with accuracy, honesty, sensitivity, and a commitment to advancing diversity, equity, access, and inclusion in collections, exhibitions, and programs.

The ethical principles outlined in this policy address issues which pertain to individuals in a variety of relationships to the Museum. The Museum itself has an ethical obligation to be a good citizen in our community.

8.2 Governance

The Albuquerque Museum Board of Trustees recognizes and abides by the American Alliance of Museums' Code of Ethics for Museums (adopted by the AAM Board of Directors, 1993), which states in part: "Loyalty to the mission of the museum and to the public it serves is the essence of museum work, whether volunteer or paid. Where conflicts of interest arise--actual, potential, or perceived--the duty of loyalty must never be compromised. No individual may use his or her position in a museum for personal gain or to benefit another at the expense of the Museum, its mission, its reputation, and the society it serves."

The City of Albuquerque holds legal and fiduciary responsibility for the protection and enhancement of the Albuquerque Museum's resources including its collections, related documentation, physical plant, staff, and financial assets. A Board of Trustees ensures that all of the resources support the Museum's mission and that those who work for the benefit of the Museum understand and respect its mission and public trust responsibilities. Responsibility for daily decisions related to the Museum's operation and management rests with the Museum Director, who reports to the City of Albuquerque and the City-appointed Board of Trustees.

The Museum's Director is hired by the City of Albuquerque and is delegated the authority to establish and implement policies; manage the daily operation of the Museum, including its committees; manage programs and staff; conform to the highest professional and ethical standards; and maintain the guidelines set forth in the City of Albuquerque Personnel Policy, and other professional policies adopted by the Museum. The Museum Director strives to safeguard and enhance the Museum's assets; provide for the proper care and effective presentation of the collection; encourage professional development and intellectual growth of the staff; and foster a working environment that is based on equity and mutual respect.

All employees of the City of Albuquerque are required to comply with existing City Rules and Regulations, including Section 301. The City Rules and Regulations are the primary document governing employee conduct; in addition, the following provisions apply to all staff and trustees:

Museum governance in its various forms is a public trust responsible for the institution's service to society. The governing authority protects and enhances the Museum's collections and programs and its physical, human, and financial resources. It ensures that all these resources support the Museum's mission, respond to the pluralism of society, and respect the diversity of the natural and cultural assets in its care.

Thus, the governing authority ensures that:

1. all those who work for, or on behalf of a museum understand and support its mission and public trust responsibilities
2. its members understand and fulfill their trusteeship and act corporately, not as individuals

3. the Museum's collections, exhibitions, and programs and its physical, human, and financial resources are protected, maintained, and developed in support of the Museum's mission
4. it is responsive to and represents the interests of society
5. it maintains the relationship with staff in which shared roles are recognized and separate responsibilities respected
6. working relationships among trustees, employees, and volunteers are based on equity and mutual respect
7. professional standards and practices inform and guide the Museum's operations
8. policies are articulated and prudent oversight is practiced
9. governance promotes the public good rather than individual financial gain.

8.3 Collections

The distinctive character of museum ethics derives from the ownership, care, and use of objects, specimens, and living collections representing the world's natural and cultural assets. This stewardship of collections entails the highest public trust and carries with it the presumption of rightful ownership, permanence, care, documentation, accessibility, and responsible disposal.

Thus, the Museum ensures that:

1. collections in its custody support its mission and public trust responsibilities
2. collections in its custody are lawfully held, protected, secure, unencumbered, cared for, and preserved
3. collections in its custody are accounted for and documented
4. access to the collections and related information is permitted and regulated
5. acquisition, disposal, and loan activities are conducted in a manner that respects the protection and preservation of natural and cultural resources and discourages illicit trade in such materials
6. acquisition, disposal, and loan activities conform to its mission and public trust responsibilities

7. disposal of collections through sale, trade, or research activities is solely for the advancement of the museum's mission.
8. Proceeds from the sale of non-living collections are to be used consistent with the established standards of the Museum's discipline, but in no event shall they be used for anything other than acquisition or direct care of collections
9. the unique and special nature of human remains and funerary and sacred objects is recognized as the basis of all decisions concerning such collections
10. collections-related activities promote the public good rather than individual financial gain
11. competing claims of ownership that may be asserted in connection with objects in its custody should be handled openly, seriously, responsively and with respect for the dignity of all parties involved.

8.4 Exhibitions and Programs

Museums serve society by advancing an understanding and appreciation of natural and cultural resources through exhibitions, research, scholarship, publications, and educational activities. These programs further the Museum's mission and are responsive to the concerns, interests, and needs of society. Thus, the Museum ensures that:

1. programs and exhibitions support its mission and public trust responsibilities
2. programs and exhibitions are founded on scholarship and marked by intellectual integrity
3. programs and exhibitions are accessible and encourage participation of the widest possible audience consistent with its mission and resources
4. programs and exhibitions respect pluralistic and diverse values, traditions, and concerns
5. revenue-producing activities and activities that involve relationships with external entities are compatible with the museum's mission and support its public trust responsibilities
6. programs promote the public good rather than individual financial gain.

8.5 Conflict of Interest

Trustees, Employees, and Volunteers of the museum must refrain from engaging in any activity that presents a real or perceived conflict of interest. For this reason, Trustees, Employees and Volunteers must take acute care to avoid participating in decisions when, by any reasonable standard, (1) they (or any member of their immediate family) could be said to have a personal financial stake in the decision, or (2) their other institutional connections (whether corporate, charitable or governmental) could be said to prevent their truly independent judgment. When in doubt about whether a conflict of interest exists, it is essential that the affected persons disclose the facts and seek guidance. Problems can usually be avoided when conflicts, real or apparent, are disclosed to the Board and the Museum Director (as appropriate) for review and evaluation.

In many cases, it is appropriate for Trustees and other decision makers to recuse themselves from voting on issues that pose a conflict of interest. Each year, Trustees and senior staff members are required to sign a Conflict of Interest statement which asks each person to disclose affiliations and possible conflicts.

The following guidelines should be followed to avoid typical conflicts of interest:

1. Trustees, Employees and Volunteers shall not speak or act (or give the appearance of speaking or acting) on the Museum's behalf except when authorized to do so. In addition, they may not engage in any outside activity that may reasonably be construed by the public as the official action of the Museum without the prior consent of the Museum Director, or, in the case of Trustees, the Board Chair.
2. Trustees, Employees, and Volunteers must not accept services or gifts of more than nominal value (\$50) from bidders, vendors, contractors or other entities doing business, or seeking to do business, with the Museum.
3. To avoid the appearance of favoritism, Museum employees should, if possible, provide more than one qualified source of service when referring members of the public to outside suppliers such as appraisers or conservators.
4. The Museum is proud when others recognize the expertise of its staff with invitations to teach, write, lecture, judge art exhibitions, or perform other tasks closely related to their work at Albuquerque Museum. In order to ensure that these activities do not in any way conflict with the employee's obligations to the Museum, employees are expected to and shall discuss such opportunities with their supervisors and/or the Museum Director before accepting them.
5. Employees may accept outside commissions, provided the work is accomplished on their time, and that there is agreement with the Museum on the use of, and reimbursement for, any Museum asset used in the course of that work.

6. While staff members are encouraged to write and publish both for the Museum and on their own, the Museum owns all intellectual property in material prepared as part of the normal Museum duties of a staff member, including preparations for exhibitions, unless under a special agreement between all parties and the Museum.
7. Employees who maintain an artistic practice may sell their works to the Museum or to Trustees, Employees, and Volunteers of the Museum or through the Museum Shop for their fair market value. Works that are acquired for the museum shall follow normal acquisition policies and procedures.
8. Employees engaging in business activities with museum donors, Trustees, and members of the museum community must disclose the business activity to the Museum Director and obtain written approval.
9. The Museum encourages personal collecting so long as Trustees and Employees do not compete with the Museum for collectible objects or take personal advantage of confidential Museum information. More specifically the Museum's collections may not be loaned to Trustees, Employees, or Volunteers.
10. Trustees, Employees, or Volunteers (including members of their immediate families and associates who might deal for them) may not acquire objects from the Museum's collection or objects deaccessioned by the Museum and being sold by or for it.
11. Curators are encouraged to discuss their personal collection with the Museum Director and should not collect in the area in which they work.
12. Trustees, Employees, and Volunteers also may not deal in objects similar to those collected by the Museum, when "dealing" means buying and selling of objects primarily for personal financial gains, as opposed to selling and exchanging for their personal collection. Similarly, Trustees, Employees, and Volunteers may not sell art objects to, or trade them with, the Museum without prior written approval from the Museum Director along with disclosure to the Board of Trustees. This excludes employees who maintain an artistic practice and sell their own work to dealers or through a dealer without approval.

In short, Trustees, Employees, and Volunteers must be careful not to seek to put the Museum's property, services, and collections to personal uses that are beyond the reach of people who lack official status at the Museum. For instance, collections on display are to be personally enjoyed by all who visit the Museum; on the other hand, the use of Museum property to store personal collections is beyond the reach of people who lack official status at the Museum and, accordingly, is not appropriate for Trustees and staff. Specific exceptions to these guidelines may be authorized by the Museum Director and Board of Trustees after disclosure of the facts to the full Board of Trustees.

8.6 Caring for the Collections

Protecting, preserving, researching, documenting and exhibiting its collection are central to the Museum's mission. The Museum will practice the highest standards in the care and interpretation of the works with which it is entrusted, including:

1. Intellectual honesty and objectivity are essential. The best current information about works of art displayed at the Museum should always be presented.
2. The Museum's collections, whether on exhibition or in storage, are available for study within reasonable limits and with reasonable notice.
3. The Museum conducts its acquisition, deaccession, and loan activities in a manner that discourages illicit trade in cultural resources. To this end, the Museum complies with U.S and international agreements recognized by this country that relate to cultural property.
4. Proceeds from the sale or exchange of deaccessioned objects must be held in a restricted fund and used for future acquisitions. Whenever possible, funds should benefit the same artistic or curatorial area as the deaccessioned objects. Works purchased with funds realized through the deaccessioning of donated or bequeathed objects must bear the credit line of the original donor(s), with the suffix "by exchange."
5. The Museum creates, regularly updates, and follows a Collections Management Policy which outlines specific standards and procedures for the acquisition, deaccession and care of the collections.

8.7 Gifts

All solicitations for the Museum whether for collections, funds, or other gifts must be made with honesty about the need for the gifts. Gifts should be requested without promises of advantages not offered to all comparable donors. Once a gift is accepted for a restricted purpose, the intent of the donor must be faithfully honored, duly recorded, and acknowledged. The confidentiality of donor records must be respected by all who have access to them. The Museum does not provide donors of art with appraisals for any purpose. Donors must obtain their own appraisals at their own expense.

8.8 Staff and Trustee Responsibilities

The following additional standards of conduct will guide the Trustees, Staff, and Volunteers of the Museum:

1. All non-public information gained from association with the Museum shall be kept confidential. This does not preclude disclosing information that should be released to fulfill the Museum's accountability as a public trust, and transparency of public information shall be honored.
2. The Museum Director shall provide the Trustees with current and complete financial information and keep the Board informed on a timely basis about other significant matters.
3. Each Trustee is to advise and support the Museum Director to the best of the Trustee's ability both in their deliberations for the museum and in their public communications, including social media.
4. All Museum staff report to the Museum Director. All communication with Trustees regarding significant Museum matters should be made by the Museum Director or with the Museum Director's knowledge.
5. In all their dealings, Museum Trustees, Employees, and Volunteers will exhibit respect for each other and for the public.
6. Museum Trustees, Employees, and Volunteers having relationships with prospective or current vendors and employees shall not involve themselves or exhibit influence in the Museum's procurement and or hiring process. Purchases of services and/or equipment by the Museum will follow the City of Albuquerque procurement policies and procedures.