

Organizational Background

The Pace Gallery is one of the largest in the world. Created and established in 1960, the organization has grown tremendously in the last several decades. They now operate out of several different countries and three different continents such as the United States, Europe, and Asia. The founder of the organization was Arne Glimcher, and current CEO Marc Glimcher is Arne's son.

This organization has a very reputable reputation and many famous artists such as Alexander Calder, Jean Dubuffet, Barbara Hepworth, Agnes Martin, Louise Nevelson, and Mark Rothko have all "pledge their allegiance" to the Pace Gallery. The Pace specifically has a long upstanding history of art bookmaking and has published over 500 titles with the collaborating artist. These books have a focus in original scholarship and on introducing new artists and creators to the historical art society. The organization also likes to focus on historical contemporary work to put in their galleries.

Many people come to view the exhibits that are put on by the Pace Gallery. In New York the Pace has two different galleries and one being their headquarters. Those two galleries alone had "120,000 visitors and programmed 20 shows in its first six months, and an adjacent 8,000 sq. ft. exhibition space at 510 West 25th Street." They also have a lot of attention out in California as one of their galleries on the West Coast and the Pace one of the first organizations to establish an office and a permanent gallery in Asia. This expansion has allowed them to explore new technologies and the advancement of experimental art.

Mission Statement

“Pace is a leading international art gallery representing some of the most influential contemporary artists and estates from the past century.”

Organization Current State

Just in 2022 the pace Gallery has not only had changes in leadership but also changes in programs, adding many new artists to their exhibits, and dealing with major lawsuits. Their current programs consist of things such as hosting art fairs so that people may come to look at historical art. One of their most recent art fairs was part of the single subject artist program where they were to highlight one artist to show their historical work from decades ago. The 2023 subject was Louis Nevelson whose work was creating from 1950s and 1980s. They also currently have an online exhibition where viewers do not actually have to go to the galleries to see the works of their artists. They have also spread their span of medium of art as they have a program called “Pace Live” which is a platform for music, film, performance, and conversation. These Pace Live events were launched recently in 2019. The Pace taps into their goal of wanting to advance their art technologies by having a program called Pace Verso. This program is there to be a platform in order to collect NFT’s. Innovation has been one of Pace’s core values for a long time and therefore this program helps strengthen that goal. All of these programs go along with making it easier for their brand and art to be available internationally while also keeping the core values at the center of contemporary historical art.

While The Pace gallery is completing and hosting such wonderful programs and opportunities for artists, the Pace took a big hit with the press in the past years especially in this just past year of 2022. There have been two lawsuits that Pace has been a part of and has been on

both sides of the argument. The first lawsuit that Pace encountered was one where an art dealer had sold them a fake piece of artwork so therefore, they were suing the dealer for falsely selling them a fake piece of work. Just after this lawsuit there was another where the Pace were not the good guys. Pace failed to pay their real estate firm, CBRE, \$6.3 million in damages after they failed to pay their brokerage more than \$3 million in commissions. There have also been many shifts in leadership changes. In fact, they have changed their leadership in senior leadership positions two times in the past two years. It is supposedly due to current CEO Marc Glimcher wanting a round table that will support his mission and ideas for the future of the organization. However, one could imagine that big changes such as this would be very hard on current employees.

SWOT Analysis

Strengths:

- Pace has lots of diversity in their programs with many different mediums of art.
- Exhibits are available online for viewers internationally to explore.
- Taking on many new artists to grow with competing Mega-Galleries.

Weaknesses:

- Bad look through the public eye. Pace has been on the negative end of a lawsuit and lots of leadership changes can be unsettling to the public.
- May be taking on too much.

Opportunities:

- Focusing on one program at a time to really grow each program might be beneficial.

- Participating in some community work to win back the view of the public eye.

Threats:

- Other mega-galleries are looking to add just as many artists as the Pace.
- If the bad publicity continues, then it could be threatening the public opinion of the Pace.

Key Challenges/Opportunities

I think that any major organization, especially those of nonprofits, needs to have approval from the public eye. It may seem that because of the negative press the Pace has been receiving, gaining that trust back with the public may be a key challenge. It also could be assumed that the employees of Pace may not trust higher management either because of all the leadership changes. An underlying effect of these changes, in my opinion, would be that the current CEO may not be open to having others at his “round table” that don’t think the same way that he does. He quotes in an article that he wants people to lead with him who have the same ideas for the pace, which may be preventing some divert of ideas for the future of the Pace.

Suggested Strategy

The big picture that needs to be addressed to gaining a new positive look on the Pace. This would be very beneficial to have the public stop considering the Pace as another mega-gallery that is soon to fall. Having the public’s approval and trust is one of the most important things that the organization needs to first focus on. Community outreach is vital, and it must be done in a new and innovative way that is going to draw in the viewer. This outreach must not be one of their current programs, but one that will help create new and positive press to have on the Pace. This outreach would be a short-term fix to the issue as I don’t necessarily see the Pace

public needing too much help to gain that positive press back. I also feel that having higher management involved and vocal with this outreach is going to be very crucial to the experiment because there has been so much change in the higher management department. This outreach can be anything from one big and singular event, or even several smaller events at each of their eight locations. An example would be higher management taking a tour and traveling to each gallery and hosting a small event for the public in those places.

Lessons Learned/Links with Class Material

If there is one thing that I have learned throughout this entire course, it is that the public are the ones who keep your organization running and with a reputable reputation, which is the reason why their thoughts on the organization are so important. If there is even one wrong move, the entire mission of the organization could be ruined, and it takes a lot of work to regain that trust of the public. Throughout the case studies that we viewed in this course, we were all analyzing them from the public perspective and if there was something negative, I myself found that I couldn't really look at that organization differently. Community to any non-profit is key.

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