

Indiana State Museum and Historic Sites

Regular meeting of the Board of Directors

Sept. 4, 2019

Board members present: William Browne Jr., board chair; Steve Anderson; Andrew Briggs, Melissa Caito, Linda Conti, Andy Dahlem, Greg Pemberton, Kathy Roudebush, Alice Schloss, Judy Singleton, Gregg Summerville, and John Wechsler

Via phone: Nancy Jordan, Thao Nguyen, Mac Parker, Roland Shelton, Mary Walker, Liz Witte

Not present: Gary Anderson and Robin Winston.

Others present: Cathy Ferree, CEO and president; Susannah Koerber, chief curator and research officer; Kate Brownlee, chief development officer; Krishna Heyward, chief financial officer; Amy Ahlersmeyer, chief marketing officer; Charlie Shock, executive assistant; Brian Mancuso, vice president of experience; Bethany Thomas, vice president of education and engagement; Ron Richards, senior research curator of paleobiology; and Mark Ruschman, senior curator of art and history.

The regular meeting of the Board of Directors was called to order at 12:33 p.m.

Consent agenda

The board unanimously approved the consent agenda.

Board Elections

Greg Pemberton and Melissa Caito made a motion to reelect member Linda Conti to the Indiana State Museum and Historic Sites Board of Directors. The motion was unanimously approved.

Audit and Finance

Krishna Heyward, Indiana State Museum and Historic Sites' chief financial officer, presented the museum system's balance sheet for the fourth quarter to the board. The balance sheet indicated a difference of \$108,000 in cash assets between FY19 and FY19. Heyward noted facility rentals revenue is down by \$113,000 from FY18. She also noted accounts receivable had a variance of \$979,000 due, in part, to state capital, repair & rehabilitation that was overstated in FY18 by \$549,000 due to an accounting error. Heyward also noted the state preventative maintenance receivables were \$678,000 higher in FY18 since the state paid out the biennium balance in FY19.

Heyward also noted a pension liability change in which the museum system's proportionate share decreased from .12 percent to .11 percent. The 2018 Senate Bill 373 established pension supplemental allowance reserve accounts and gives the INPRS board authority to set the cost of living adjustment.

On the income statement, Heyward discussed the differences in earned revenue, noting again that facility rentals are down by \$113,000, but plans are in place for more effective use of space between programming and rentals, and that work is happening to promote the sites' rental spaces too.

Board members unanimously approved the finance report.

Greg Summerville discussed the museum system's endowment overall performance for FY19, specifically the changes in the large cap domestic allocation this year. The change allocates 65% - 75% of the large cap domestic allocation to S&P 500 Index ETFs.

Notes: He noted the endowment saw a 6.7 percent net increase this year. ; 7.3 percent gross - index reported gross. YTD - 12.9 percent

We had a comparison for peers. Doesn't like this quite candidly. Looked very good.

Fiscal median - up 5.8 percent gross. Top 4 tile.

Comparison on 3, 5, 7 - in the top 4 tile.

Decision from active management to passive management. Timing is everything. A change occurred in one day of market low. YTD - rising dividend - up 17.3 percent. ETF - up 18.6 percent. S&P only up 18.5 percent.

FIX: Heartbreak and Hope Inside Our Opioid Crisis

Brian Mancuso, Indiana State Museum and Historic Sites' vice president of experience, presented an overview of FIX: Heartbreak and Hope Inside Our Opioid Crisis. Mancuso said the target date is late January for the opening, and the team is at 90 percent of the schematic design at this point.

For the past 18 months, museum leadership and staff have been out in the community engaging with those who are in this crisis. The State of Indiana Family and Social Services Administration was brought in early in the discussion and process, and the state agency is a major funder in the project.

Mancuso noted this exhibit isn't one to help those in the crisis find recovery. Instead, the exhibit is one of information and to inspire the community to help make a change.

The exhibit's big idea is: "We must reduce the stigma around opioid use disorder to actively respond to the crisis." The exhibit can inform people of the crisis around opioids, which are partially legal in some cases. The exhibit will inform visitors and have that conversation about how we ended up in this crisis since an exhibit about illegal drugs would be a much different discussion.

Some of the main messages of the exhibit will be that recovery is possible, that opioid use disorder isn't shameful or a sign of weakness, and can be managed. This crisis isn't one that we can jail our way out of. Instead, the opioid crisis is a complex problem with many different causes and many solutions. Other health crises can provide examples of how our communities responded to similar issues and what we can learn from these other crises throughout history.

Although the exhibit's big idea is to reduce the stigma around opioid use disorder, the museum isn't hoping to solve the crisis with this exhibit. Instead, this is the museum's response with the hope that

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visitors will become literate about opioid use disorder, stay informed about the issues, take part in community discussions about potential solutions or help neighbors in need. The exhibit will help visitors by giving them information to have them become more educated about the situation, to change the language used with the crisis, and to put a human face to this crisis. Museum leadership and staff want people to respond to this exhibit through action or emotion.

FIX will be in the museum's South Gallery, which is the largest of the temporary space galleries. The exhibit is expected to run from January 2020 through January 2021 in hopes of catching a majority of visitors including summer road trippers, winter visitors and school groups.

The experience will feature zones with a narrative arch. The exhibit will initially set the stage by setting up where the problems began historically.

Then, the exhibit will move to where we are now in the crisis through story stations with individuals' stories. So far, the museum has had a great response with about 10 to 12 people reaching out and agreeing to film their stories. The exhibit will feature a giant brain made of fabric, which will really be able to have a wow factor. Artifact cases also will be located in the space to tie what is happening now to a historical aspect.

The exhibit will highlight how Indiana is tackling this issue and grappling with the problem. Museum officials have met with Young Actors Theater with hopes of bringing theater into the interactive exhibit.

FIX also will feature an area highlighting what visitors can do, steps that can be taken to help the state and nation get out of this and more. The exhibit also will feature data about what's happening in the various parts of the state with data, trends and more.

Mark Ruschman, senior curator of art and history at the Indiana State Museum and Historic Sites, presented information about the art component of the exhibit. Although there will be a great deal of information presented in the exhibit, the artwork will be integrated with a visual texture to it. Indiana artists – including Pulitzer Prize-winning photographer Bill Foley, Phil Campbell, and others – will be featured. Foley is working with Brandon George of Indiana Addiction Issues Coalition to capture the story of hope and recovery through photography.

Phil Campbell has worked as an artist for the past 30 years, but he also is currently in recovery. He was hired through a grant to work in Eskenazi's emergency room to meet with incoming patients to help get them onto a path to recovery. His current collection of artwork includes creating quilts from shreds of clothing he finds at Goodwill. The quilts form a fort, which represents a safe haven, a level of comfort, and a place for self-reflection – or a place to chill out from the world as children often do. Interactives will be included in this space so people can do something while in this space.

Mancuso noted several community partners are involved with this project, including the governor's office, the Indiana Addiction Issues Coalition, Eskenazi, Side Effects media/WFYI, Overdose Lifeline, Young Actors Theater, Indiana State Department of Health, Brianna's Hope, Montgomery County courts, transitional housing and health department, treatment centers in Bloomington, Clark Memorial Hospital in Clark County and IU Health – Ball Memorial Hospital.

Bethany Thomas, vice president of education and engagement, noted all 12 locations will be involved with this exhibit. Young Actors Theater will host performances of Love OverDose throughout the state, Overdose Lifeline is willing to help with Naloxone training, lunch and learns, talking circles and peer recovery coaches and more. Indiana University's School of Nursing, the University of Indianapolis and Ivy Tech Community College will provide student/faculty facilitators in FIX, and more community partners will be added too.

Camps and preschool initiatives

Bethany Thomas provided the board with an update on camps and preschool initiatives. She said summer camp has had a steady increase over the years with a jump in 2019. The museum system's summer camp programs included 467 PreK-8th grade students in 18 week-long camps and nine-day camps. The three PreK camps included 40 participants this year.

So far, in 2019, 193 children have participated in spring break camps, which lasted two weeks. School break camps were canceled in 2017. In 2018, 142 campers participated in two-week fall break camps, and 61 campers participated in three-day winter break camps.

Thomas said enhancements have been made to camps, including new grade brackets, week-long, and single-day camp offerings, and new camp themes. She noted a focus has been made to make each camp hands-on, interactive, and engaging for campers, plus the museum has introduced new partnership camps with PBS, Young Actors Theater, White River Alliance, and Microsoft.

Early Childhood programs included 252 youth in programs during FY19, and programs included Small Wonders, Young Explorers, Messy Mondays, and Preschool Fridays, plus recently implemented Toddler Time and birthday parties.

Early Childhood School and outreach programs included 426 youth during FY19, although those numbers were mostly from outreach programs.

Thomas said the department hopes to double the Early Childhood numbers in the next year, and the department will be growing outreach in efforts to reach even more children during FY20.

Development

Kate Brownlee, Indiana State Museum and Historic Sites' chief development officer, presented the development report. She reminded board members that the Indiana State Museum and Historic Sites are looking to grow the Icon Society, and board members can help through connections, introductions, or hosting events like a behind-the-scenes tour of collections, a tour of the new T.C. Steele Visitor Center or hosting events prior to the opening of new experiences.

Brownlee asked board members to make a note of a few openings for FIX, including a legislative reception on Jan. 29 and a public opening with Gov. Holcomb on Jan. 31. She noted the public opening date might change depending on the governor's schedule and other factors.

President's Report

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Indiana State Museum and Historic Sites President and CEO Cathy Ferree briefly discussed the Staff Engagement Survey. She noted the overall score went up significantly to 72 percent. The goal was 65 percent. Ferree said the survey was written by state personnel and included topics and questions the state agency thought were pertinent. Ferree told the board she would be meeting with each department one-on-one in the coming months as part of follow-up to the survey.

Ferree told the board the holiday breakfast is set for 8:30 a.m. on Dec. 18. Kahn's Catering has agreed to provide breakfast again. Ferree noted staff enjoyed talking to board members during this event last year and encouraged board members to mark their calendars and attend this year.

Ferree presented the end-of-the-year dashboard. The dashboard showed paid daily attendance, general admission revenue, member visits and membership revenue over budget for FY19. School tour attendance was under budget for FY19, and membership households were slightly under for the year.

So far for FY20, the dashboard indicates total museum attendance is slightly under budget. Paid daily museum attendance and school tour attendance is under budget, but Ferree told the board museum attendance appears to be down at other institutions in Indianapolis too, so it's not a product problem for the Indiana State Museum and Historic Sites.

Member visits are up even over budget, and membership households, camp attendance, school/outreach programs, early childhood programs and the operating net income is up over budget as well.

Ferree also presented the FY20 Indiana State Museum and Historic Sites State Match Capital Spending Requests. She told board members museum officials met with state budget officials, and state officials agreed with these requests but the state budget committee would have the last word.

The spending requests included a window restoration project at Corydon Capitol State Historic Site, an ADA life replacement and relocation at Culbertson Mansion State Historic Site, log replacement plus house and window painting at Limberlost State Historic Site, a dock replacement at Gene Stratton-Porter State Historic Site, painting and parapet repair at the Lanier Mansion State Historic Site, a fire pump replacement at T.C. Steele State Historic Site, roof repainting and brick repointing at Whitewater Canal State Historic Site, as well as a mother's room/quiet space, early childhood programming space and AV upgrades at the Indiana State Museum.

Some customer service improvement projects included in the spending requests include updates to the museum system's website, the purchase of Altru and updates to Celebration Crossing.

The requests total \$1 million.

Greg Pemberton made a motion to approve the spending requests and Judy Singleton seconded the motion. Board members unanimously approved the motion.

Ferree also presented a FY20 state match capital spending request for Angel Mounds State Historic Site. The \$4 million project would include a total renovation of the visitor center at Angel Mounds to update

exhibits and the building, as well as provide an opportunity to work with Indiana University to get the Glenn Black lab up to par and provide space where the school can showcase artifacts found at the location during the 1930s.

Board members unanimously approved the motion to approve the request.

Ferree provided board members with an update on the MOU agreements with the Friends groups. She said the museum system did not meet the goal of having all seven MOUs signed by July 1.

Angel Mounds chose not to sign the MOU agreement and decided to volunteer for the location. The friends groups for Lanier Mansion, Culbertson Mansion and T.C. Steele state historic sites signed the agreement. Discussions with the friends groups at Levi and Catharine Coffin, Limberlost and Gene Stratton-Porter are ongoing.

Strategic Plan Update

Amy Ahlersmeyer, chief marketing officer for the museum system, presented a strategic plan update during the board meeting. She said a pre-read was sent out prior to the meeting as to what has transpired since June. Staff focus group discussions continued in July with 33 Indiana State Museum and Historic Sites staff members participating and with representation from seven historic sites.

From those discussions, a “final” proposed Mission Statement is: to serve as a catalyst for informal lifelong learning that connects the stories of real people, places and things.

Ahlersmeyer noted staffers really liked catalyst, plus they indicated a differentiator for the museum was the stories about “real” people, places and things.

A “final” proposed Vision is: Be the leader in informal lifelong learning that is recognized, sought-after and celebrated regionally, nationally and globally.

Ahlersmeyer said staff liked the concepts, wants to be top of mind for lifelong learning and recognized or celebrated with awards.

The “final” proposed values include inclusion, integrity, stewardship, and transparency.

Board members unanimously approved a motion to accept the proposed mission statement, vision, and values.

Ahlersmeyer also discussed strategic priorities for the Indiana State Museum and Historic Sites, which had been presented last time.

Those priorities include:

1. Engage and serve an expanded and diverse audience through transformative experiences: Collections. Exhibits. Programs

2. Translate/transform our historic sites from buildings/tours to experiences/legacies

Ahlersmeyer said the museum system plans to use T.C. Steele State Historic Site as an example and create engagement and experience plans for each location with a focus to share stories about the real people, places, and things and expand on legacies at each site.

3. Brand awareness and reputation management

Ahlersmeyer indicated a marketing plan for the museum system would be created with mini-plans for experience, programs and exhibits as appropriate. This would also include the development and launch of a new museum system website, consistent signage across all 12 museum locations to reinforce the ISMHS brand and developing a plan for reputation-building that includes “thought-leadership” strategy including op-eds, guest appearances on broadcast news outlets, guest columns in business publications and more. Ahlersmeyer also said the Indiana State Museum and Historic Sites will seek to achieve Smithsonian Institute Affiliate designation in June 2020.

4. Sustainability (Product and Financial)

Ahlersmeyer said this strategic priority will help the museum system to stay abreast of trends, topics, technology, etc. to keep product (exhibits, experiences, programs) fresh, relevant and profitable while also developing additional earned and developed revenue through all 12 locations in retail operations, facility rentals, program and event fees/membership sales. This priority would also focus on diversifying and expanding support and funders in all 12 communities that we serve, plus growth of the endowment.

5. Organizational Culture

Ahlersmeyer said the museum system plans to develop, provide and execute innovative approaches to connect with visitors to advance visitor-centric performance expectation for all museum staff across ISMHS system. Through this priority, the museum system will provide opportunities for staff development, look to retain top talent and expertise by responding to opportunities presented, develop and implement effective staff orientation and on-boarding program, plus continue and support state engagement and recognition initiatives including on-going opportunities.

Ahlersmeyer indicated the next steps will be to receive feedback about the strategic priorities and tactics by Sept. 30, then to send out the feedback to the board by Oct. 30 for consideration during the December board meeting.

The board of directors entered into executive session at 2:33 p.m.