

Indiana State Museum and Historic Sites Corporation

Regular meeting of the Board of Directors in person and via Zoom

September 14, 2022

Board members present: William Browne Jr., board chair; Andrew Briggs, treasurer; Liz Witte, secretary; Gary Anderson; Melissa Caito; Fred Cate; Linda Conti; Jordan Gathers; David Go; Nancy Jordan; Angila Retherford; Mary Walker; and John Wechsler.

New board members present following the election: Charles Cammack; De'Amon Harges; and Mike Zick.

Board members absent: Thao Nguyen; and Judy Singleton.

Advisory board members present: Greg Pemberton

Staff present: Cathy Ferree, president and CEO; Amy Ahlersmeyer, chief marketing officer; David Daum, chief financial officer; Susannah Koerber, chief curator and research officer; Brian Mancuso, chief officer of engagement; Robin Penny, executive assistant; and Karrie Zuccarello, interim chief development officer.

State-appointed representative present: Rep. David Abbott.

Partners present: Dan Bortner, Indiana Department of Natural Resources.

Guests present: Keesha Dixon, Asante Art Institute of Indianapolis; Julie Koo, TDC.

Bill Browne, board chair, called the meeting to order at 12:07 p.m.

Consent Agenda

The consent agenda consisted of the June 22, 2022 board minutes.

ACTION: The board approved the consent agenda as presented.

Governance

Melissa Caito presented three nominees for election to the board of directors: Charles Cammack, Fort Wayne Community Schools; De'Amon Harges, The Learning Tree; and Michael Zick, J. P. Morgan Private Bank.

ACTION: The board elected Charles Cammack, De'Amon Harges, and Michael Zick to the Indiana State Museum and Historic Sites board of directors to their first term effective immediately through June 30, 2025.

Once the election was held, Charles Cammack, De'Amon Harges and Mike Zick were welcomed to the board and introductions were held.

President's Report

ISMHS was awarded a grant from Lilly Endowment Inc. to support master planning work focusing on what the Indiana State Museum's (ISM) future role should be in a changed world. Boston-based consulting firm TDC and Indianapolis-based community development

organization The Learning Tree (TLT) spoke with current constituents, community leaders, and nearby Indianapolis residents and collected data to help move our strategic plan forward.

Julie Koo of TDC shared that the goals of the master planning are to inform ISMHS' aspiration to direct the Indiana State Museum's resources to better support the local community; gain a comprehensive understanding of the needs and priorities of Marion County; and discover the internal and external perceptions that people hold of the Indiana State Museum. TDC conducted a current state analysis which provided a comprehensive report on ISM's current programs and operations, three audience surveys; a secondary data report consisting of a compilation of publicly available data on Marion County demographics and needs, 57 civic leader interviews with Marion County stakeholders, 11 benchmark interviews with comparable museums and destinations around the country, six peer interviews with greater Indianapolis museums and attractions. The Learning Tree conducted four focus groups attracting 87 residents of surrounding neighborhoods.

Highlights from the current state analysis of assets, strengths and opportunities include: our new mission is clear and strong; we have a strong reputation for expertise as museum professionals and openness to collaboration; we have a cross-disciplinary collection with potential to own science, represent local artists, and present topical issues; we have a landmark building in an accessible location; we have a state-supported operating budget and are a large scale institution with multiple avenues to support workforce development. Our challenges include: there is a plethora of competition in the region; we have limited offsite programs and limited coordination of partnership management; the museum space feels empty and imposing; the commuter reduction into downtown may be permanent; many local residents feel that downtown isn't for them; we have a lean staffing model with limited racial diversity on staff; and state support constrains fundraising.

Several initiative ideas came from the interviews and surveys including partnering with IPS in middle and high school STEM programming and the history of Indianapolis through a racial equity lens; engaging unengaged audiences through community-based programs, supporting racial justice efforts and reaching out to BIPOC communities; enhancing workforce development with an experiential learning space for IPS and colleges and helping colleges sell Indianapolis to prospective students; capitalizing on our venue by creating a gathering space for remote workers, showcasing assets located throughout the city, and creating a welcome center for new residents; highlighting critical and divisive issues; offering STEAM support by showcasing local artists and supporting small arts organizations and museums; supporting specific communities including people with disabilities, veterans, people with behavioral health challenges, and new arrivals/immigrants; and preserving history by supporting communities facing gentrification and helping preserve cultural assets.

De'Amon Harges of The Learning Tree shared focus group learnings. They held conversations based around people's relationships and their relationships with culture and community, and how that interfaced with ISM. The focus groups revealed that ISM doesn't have a bad reputation, but no reputation; people want to get involved with ISM; we need to find a way to continue to invest in what is already happening in cultural spaces in the community; we have

memory-makers right here in Indianapolis to build relationships from; we need to cultivate young ambassadors around the city and state to listen to where the potential is for ISMHS and to communicate the offerings of ISMHS.

The next steps for master planning include:

- ISMHS has formed a staff cross-departmental Master Planning/Strategic Planning Task Force to review the TDC and The Learning Tree findings; determine ideas, themes, and initiatives to move forward; and review alignment for the 2024-2027 strategic plan.
- The ISMHS board of directors will have opportunity to participate in the building of the 2024-2027 strategic plan.
- ISMHS will work with The Learning Tree to create a neighborhood ambassador program.
- Working through community foundations, ISMHS will replicate the process in state historic site communities.

Mission Moments

Asante Art Institute of Indianapolis, Inc. (Asante Art Institute)

Keesha Dixon, executive director of Asante Art Institute, shared how being housed in the Indiana State Museum has introduced new families to the museum its available opportunities and provides a healing space for their clients. They have enjoyed working with the ISMHS staff to create new ideas and strategies. Keesha shared a video highlighting Zora's Daughters, a program of the Asante Art Institute that creates an intergenerational creative writing experience for girls. ISMHS hosted Zora's Daughters end-of-season celebration in July with a full tea service in the L.S. Ayres Tea Room.

VIP Admission Passes

VIP Admission Passes to all ISMHS locations were distributed to board members to use in their role as ISMHS ambassadors. Board members that were not in attendance on-site will be mailed passes. Additional passes can be requested through Robin Penny at rpenny@indianamuseum.org.

Investment Committee Report

Gary Anderson, Investment Committee Chair, provided an overview of the ISMHS endowment. The investment account value as of August 2, 2022 is \$4,781,394. ISMHS' portfolio is reasonably comfortable with cash and equivalents at 3%, equities at 68.3%, fixed income at 18%, and alternative assets at 10.8%. Alternative assets are a leveler against volatility. Our actively managed investments are performing stronger in the current market than our passively managed investments. Our portfolio changes have resulted in stronger returns. In the first quarter, our investments have outperformed both our primary and secondary benchmarks.

Finance and Budget Update

FY 2022 Year-End Financials

David Daum shared the FY 2022 year-end financials. As of June 30, 2022, total assets are \$15.5 million; total liabilities are \$4 million and total net assets are \$11.4 million. Total revenues are \$11.17 million; and total expenses are \$11.14 million resulting in an increase in net position

of \$22,763. It was noted that the State of Indiana has allowed ISMHS to roll over overages for next year when historically any unused funds are cleared.

ACTION: The board approved the FY 2022 year-end financials as presented.

FY 2023 Financials Update through August 31, 2022

As of August 31, 2022, total revenues are \$2.17 million and total expenses are \$2.04 million resulting in an increase in net position of \$125,456.

ACTION: The board approved the FY 2023 financials through August 31, 2022 as presented.

FY 2024-2025 Biennium Budget Request

David Daum shared the FY 2024-2025 Biennium Budget Request which was submitted to the state on August 22, 2022. The budget request is divided into the categories of general appropriation, preventive maintenance, state match, capital repairs and rehabilitation, and Whitewater Canal State Historic Site. The general appropriation request, which covers mainly payroll and benefits, is \$20,288,021 (an increase of \$ 1,856,355 over the prior biennium budget). The preventive maintenance request is \$1,354,560, an increase of \$205,186 due to inflation. The state match is \$1 million; ISMHS has received the match since 2014. The capital repairs and rehabilitation request is \$2,017,400, a decrease of \$603,405, and includes updates of HVAC, moisture remediation, window replacements and other repairs. The biennium budget request before considering the repairs needed at Whitewater Canal State Historic Site is \$25,659,981, an increase of \$1,458,136 over the prior budget request.

The Whitewater Canal State Historic Site requires repairs to the Laurel Feed Dam, locks, and aqueduct and a dredging of the canal. This project will cost \$14,400,000, requires full funding up front, and will take 18 months to complete.

The FY 2024-2025 Biennium Budget Request, including Whitewater Canal State Historic Site, is \$40,059,981.

ACTION: The board approved the FY 2024-2025 biennium budget request as presented.

FY 2023 State Match Capital Spending Request

ISMHS is required to raise \$1 million to request a \$1 million match from the State of Indiana. The required \$1 million has been raised. The spending request for the State Match includes \$75k for Gene Stratton-Porter State Historic Site gravel path issues, \$75k for Limberlost State Historic Site log replacement and implementation, \$100k for Culbertson Mansion State Historic Site cultural landscape report, \$100k for Limberlost State Historic Site pavilion/picnic shelter, \$150k for Lanier Mansion State Historic Site interior projects, and \$500k for ISM Ancient Seas exhibit.

ACTION: The board approved the FY 2023 state match capital spending request as presented.

FY 2022 Dashboard

The FY 2022 dashboard was shared with the board. Year-end results were compared with FY 2019 (pre-pandemic). Total ISMHS attendance was at 127,098 (74.09% of 2019), paid daily ISMHS attendance was at 68,177 (88.18% of 2019), school tour attendance was at 25,702

(54.77% of 2019), member visits were at 14,058 (61.14% of 2019), and membership households were at 2,979 (81.48% of 2019).

A summary of revenues and expenses for each historic site were reviewed with attention focused on the net surplus of each site before their allocation. It is the goal that each site break even prior to their allocation. For FY 2022, Angel Mounds had net surplus of \$4,521. All other historic sites had a deficit. It was noted that Whitewater Canal State Historic Site situation needs to be fixed as it costs up to \$45,000 to dredge the canal each time.

FY 2023 Dashboard, as of August 30, 2022

Total ISMHS attendance was at 16,911 (up 2.84% over August 2021), paid daily ISMHS attendance was at 12,585 (up .12% over August 2021), school tour attendance was at 152 (down 59.14% over August 2021), member visits were at 2,201 (up 40.01% over August 2021), and membership households were at 2,970 (up 22.63% over August 2021). While school visits were down in August, future bookings look positive. People are beginning to invest in memberships again as they think they will be able to utilize them.

Other Business

There was no other business.

Adjourn

The meeting was adjourned. Board members entered into executive session.

Minutes recorded by: Robin Penny, executive assistant, Indiana State Museum and Historic Sites

Minutes submitted by: Liz Witte, secretary

Upcoming Board Meetings

March 8, 2023

June 14, 2023

September 13, 2023

December 13, 2023