

Indiana State Museum and Historic Sites Corporation

Board of Directors Meeting Minutes

June 14, 2023

Board members present: William Browne Jr., board chair; Thao Nguyen, vice chair; Andrew Briggs, treasurer; Gary Anderson; Melissa Caito; Charles Cammack; Fred Cate; Jordan Gathers; David Go; De'Amon Harges; Nancy Jordan; Angila Retherford; Judy Singleton; Mary Walker; John Wechsler; and Mike Zick

Board members absent: Linda Conti and Liz Witte

Advisory board members present: Andrew Dahlem; Greg Pemberton; Robin Winston

State-appointed representatives present: Meredith Lizza, Governor's Office

Staff present: Cathy Ferree, president and CEO; Amy Ahlersmeyer, chief marketing officer; David Daum, chief financial officer; Tanya Hand, chief development officer; Susannah Koerber, chief curator and research officer; Brian Mancuso, chief officer of engagement; Robin Penny, executive assistant; and Eric Todd, chief operating officer

Bill Browne called the meeting to order at 12:05 p.m.

Consent Agenda

The consent agenda consisted of the March 8, 2023 board minutes and the Carroll-Blackburn property land acquisition.

Thao Nguyen recused from the vote due to a conflict of interest that has been disclosed to ISMHS, the Governor's office and the Inspector General's Office.

ACTION: The board approved the consent agenda as presented.

President's Report

FY 2023 Dashboard, as of May 31, 2023

Total ISMHS attendance was at 136,284 (up 16.09% over May 2022), paid daily ISMHS attendance was at 64,085 (up 3.32% over May 2022), school tour attendance was at 37,203 (up 45.29% over May 2022), member visits were at 14,385 (up 10.22% over May 2022), and membership households were at 3,082 (up 3.77% over May 2022). Total attendance, paid daily attendance and school tour attendance are all over budget projections; member visits and membership households are slightly under budget projections.

Strategic Plan Update: Organizational Culture

Cathy Ferree shared the first in a series of updates on the 2020-2023 Strategic Plan focused on the strategic priority of Organizational Culture. ISMHS has implemented operational changes and institutional changes. Operational changes include new staff in leadership positions; all staff training in DEAI; Accelerated Leadership Development Institute training for 16 staff in leadership positions; Management Development Institute training for 23 staff in management positions; the development of a revised and modernized employee handbook; and revamped all-staff meetings. Institutional changes include joy offerings; coffee chats between leadership and staff; communication survey to staff; an internal morale team with a dedicated budget; an all-staff, board and volunteer holiday lunch; holiday gifts; annual

anniversary swag; personal cards and gifts from Cathy Ferree and spouse Jim for employee life events; personal notes from Cathy to staff with significant anniversaries; and the creation of a Pulse Survey Task Force with implemented changes. ISMHS' Pulse Survey average scores for the standard state questions increased from 4.03 to 4.16 on a 5-point scale and the average scores for the ISMHS-specific questions increased from 3.95 to 4.03 from quarter one 2022 to quarter one 2023.

Governance

Board Member Re-Appointments, Appointments, Officer Election, and Advisor Director Appointments

Melissa Caito presented the following board members for re-appointment to the ISMHS board of directors: Andrew Briggs for a one-year term effective July 1, 2023 through June 30, 2024 and Melissa Caito, Judy Singleton, and John Weschler for three-year terms effective July 1, 2023 through June 30, 2026. Andy Conner was presented for appointment to the ISMHS board for a three-year term effective July 1, 2023 through June 30, 2026. Andrew Briggs was presented for election as treasurer for a one-year term effective July 1, 2023 through June 30, 2024. The following were presented for appointment as advisor directors for one-year terms effective July 1, 2023 through June 30, 2024: Gary Anderson, Andrew Dahlem, Greg Pemberton, Alice Schloss and Robin Winston.

ACTION: The board approved the re-appointments to the board, the appointment to the board, the election of the treasurer, and the appointments of advisor directors as presented.

Mission Moment

Simmermaker Coverlet Collection Acquisition

The Simmermaker Coverlet Collection is the largest and most complete collection of Indiana-made Jacquard coverlets in existence. The collection has been assembled by John and Janet Simmermaker and their five children over the last 50 years and includes around 500 coverlets by Indiana makers. ISMHS is in discussions with the Simmermaker family to acquire 100-120 coverlets from Indiana Jacquard weavers and related material. Combined with ISMHS' current holdings, this acquisition would make ISMHS *the* center for Indiana coverlets, fill a gap in one of our Centers of Excellence, and make ISMHS a top research destination for Jacquard weaving in the United States. Stories that could be told from the collection include: technology and industry; immigration and settlement in Indiana; connections to other fashion and textile stories including quilts; aesthetics and popular trends; history of communities statewide; detective work in identifying makers; and development of the collection. ISMHS is currently working through the process of acquiring and stewarding such an extensive collection. This includes working with the Simmermakers to select the coverlets and related material; examining and condition reporting the coverlets; discussing research material; documenting the collection development through recorded interviews; making space in textile storage to accommodate the coverlets; and developing a plan for announcing the acquisition. Once acquired, the coverlets will be cataloged and records posted online for wide public access.

Development

FY 2024 Development Plan

Tanya Hand introduced the development team and updated the board on the team's three-, six- and nine-month goals. During their first three months, the team gained an understanding and knowledge of ISMHS, current donors and sponsors; executed the Influencing Lincoln reception; established donor and sponsor levels and benefits; revised membership levels, fees and benefits; migrated to e-membership cards; established a board giving process; delivered

spring appeals; created an aggressive pipeline of individual and corporate donors; established aggressive budget goals; and hosted a donor event with Gary Anderson.

Six month goals include establishing ALTRU database donor recognition and gift processes; developing and implementing a donor engagement plan; initiating and maintaining engagement opportunities; selecting and utilizing grant and marketing software; partnering with marketing to create donor and sponsor toolkit; establishing portfolios; refining the grant application process; establishing the prospect research process; establishing a 10/25/25 committee; and establishing African American Legacy Theater focus groups.

Nine month goals include creating an end-of-year solicitation; hosting a bi-annual site directors meeting, a donor event with the Pemberton's and a corporate donor event; completing individual meetings with board members; having multi-year sponsorship conversations; securing 15 new \$10,000 donors and new grant support for historic sites without established funder relationships; establishing best practice and incentive goals to sell memberships; evaluating year-end success and next steps; and planning the VIP eclipse event for April 8, 2024.

The development team's FY 2024 financial goals are \$200,000 in sponsorships, \$397,500 in grants, \$322,986 in memberships, \$318,288 in individual giving, and \$111,384 in board giving for a total goal of \$1,350,158.

Membership cards have been transitioned to primarily virtual and can be downloaded to a member's virtual wallet and through a mobile app. Membership pricing increased for the first time since 2017. Individual membership increased from \$75 to \$99, family from \$100 to \$129, and family plus from \$140 to \$179, putting our pricing in the mid-range of our peers (Indiana Historical Society, Newfields, Eiteljorg, Conner Prairie, Indianapolis Zoo, and The Children's Museum of Indianapolis).

In addition to the traditional donor giving levels of Stone (\$250), Steel (\$500) and ICON (\$1,000), four new donor giving levels, based on the components of the Indiana state flag, were introduced. The Star Society recognizes donors who give \$10,000, payable over three years; the Ray Society recognizes those giving \$50,000, payable over five years; the Torch Society recognizes those giving \$100,000, payable over five years; and the Beacon Society recognizes donors that give \$1,000,000, payable over ten years.

Investment Committee

Investment Committee Report

Gary Anderson, Investment Committee chair, provided an overview of the ISMHS endowment. The value of our portfolio was \$4,987,708 as of May 2, 2023. The portfolio is stable. Relative to our peer group, our 10-year performance has been at 7.65 compared to the median 6.07.

The Investment Committee is charged with managing the asset allocation, the policy statement and the account advisor; performing risk analysis and analysis of the capital markets; and monitoring how much we are paying for those services.

State Museum/Minnetrista Cultural Center Fund

A collaborative agreement exists between Ball Brothers Foundation, George and Frances Ball Foundation and the Indiana State Museum Foundation (ISMF). Ball Brothers Foundation and George and Frances Ball Foundation each provided \$125,000 to establish the State Museum/Minnetrista Cultural Center Fund, a donor-restricted (permanent) fund with \$250,000

in principle to be invested. The appreciation of the fund has been earmarked to support collaborative projects between the Indiana State Museum (ISM) and Minnetrista Cultural Center and Oakhurst Gardens (MCC). Further, the partnership has a dual purpose: to share, and avoid duplication of, information and resources; and to fund joint exhibition initiatives designed to be implemented at or delivered by both institutions, thus expanding the reach and relevance of both institutions. The appreciation of the fund has grown to \$547,000 as of April 30, 2023. The \$547,000 does not include the \$250,000 corpus of the endowment.

'After Dark' (working title) is a new experience that would open at ISM and then travel to MCC. In a setting designed for safe exploration, play and discovery, young children and their families will learn how the night can be a time of wonder, awe and curiosity. By offering developmentally appropriate content and engaging materials in a play-based setting, young children can satisfy their natural curiosity about the night. Parents and guardians are eager for creative opportunities for children to expand their cognitive skills, particularly in science. They also want to encourage their children's social and emotional development in a setting that's safe, engaging and accessible. This experience will support families and connect to ongoing and successful early childhood education programs that have attracted a new audience to the museum for classes, camps and programs. This exhibit will be built so that it can be refreshed and can travel between MCC and ISM and can be slotted into future exhibit timelines when ISM or MCC have a need to fill a void in their exhibition schedules.

The Investment Committee is seeking board approval to draw \$300,000 from the appreciation of the State Museum/Minnetrista Cultural Center Fund to fund 'After Dark'. Brian Statz, president and CEO of Minnetrista Cultural Center and Oakhurst Gardens, has received approval for this project from the MCC's board chair, Visitor Experience Committee and management team. Jud Fisher, president and CEO of Ball Brothers Foundation, supports using funds for this project.

ACTION: The board approved the request to draw from the appreciation of the State Museum/Minnetrista Cultural Center Fund in the amount of \$300,000 to fund 'After Dark'.

Finance and Budget Update

FY 2023 Financials Update through May 31, 2023

As of May 31, 2023, total assets are at \$20.8 million, total liabilities are at \$3.78 million resulting in total net assets of \$17.02 million. Additionally, total revenues are \$11.71 million and total expenses are \$11.56 million resulting in an increase in net position of \$155,037. Of the 11 historic sites, one is in the black and four are within \$10,000 of breaking even.

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

FY 2024 Budget

David Daum presented the proposed FY 2024 operating budget of \$15,773,040 for board approval.

ACTION: The board approved the FY 2024 budget as presented.

FY 2024 & 2025 State Allocations and Capital Repair and Rehabilitation (CRR) Funds

David Daum gave a comparison of the biennium budgets from FY 22/23 and FY 24/25. General Operating Appropriations increased from \$18.4 million to \$22.4 million, Preventative Maintenance increased from \$1.15 million to \$1.35 million, the State Match stayed consistent at \$1 million, and CRR changed from \$2.62 million to \$2.02 million plus a potential for an additional \$7 million for Whitewater Canal State Historic Site if certain conditions are met.

Adjourn

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

Minutes recorded by: Robin Penny, executive assistant

Minutes submitted by: Liz Witte, secretary

Upcoming Board Meetings

September 13, 2023

December 13, 2023