

BOARD OF TRUSTEES ANNUAL MEETING MINUTES
THE WILD CENTER
April 15, 2019 - American Museum of Natural History, NYC
1:00 PM - 5:00 PM

Board of Trustees Present:

Paul Alioto, Tom Aydelotte, Terry Birdsong, Larry Clifford, Lynn Fox, Sally Hart, Thomas Jorling, Betsy Lowe, Jack Ryder, Nancy Simpkins, Charlie Svenson, and Karen Thomas.

Board/Advisory Board/Staff Present via GoToMeeting:

Joe Beck, Charles Frenette, Gary Hartwick, Nancy Howard, Rich Malloch, and Sandra Strader.

Advisory Board Present:

Ross Whaley and David McAlpin.

Board Absent:

Michael Bettmann, George Cigale, Rick Godin, Michael Hunsinger, Peter Kindler, Paul Maroun, Pamela Matt, Brooks Reynolds, Linda Rosenstock, James Schoff, Joel Treisman and Virginia Valkenburgh.

Staff/Consultants Present:

Marci Bencze, Hillarie Logan-Dechene, Robin Ellis, Nick Gunn, Bob Kronenberger, and Stephanie Ratcliffe.

Welcome

Discussion:

Nancy Simpkins called the meeting to order at 1:00 pm and welcomed all in attendance in the room and on the phone. She then thanked Board members that had attended the intimate cocktail reception on Sunday night at Orsay Restaurant and stated that Stephanie had given a wonderful Ways of Knowing update to those in attendance.

I. Approval of Minutes

Discussion: Minutes of the January 28, 2019 meeting were unanimously approved as presented.

Paul Alioto motion, Tom Aydelotte second.

II. Executive Director Report

Discussion: Stephanie Ratcliffe began her report by sharing the following goals for 2019 :

- Overhaul the way we approach program staffing and execute programmatic offerings.
- Develop new targeted marketing approaches to stabilize admission and membership trends (target three audience segments: repeat visitors, tourists and members).
- Continue Master Planning process and detail the costs and specifics of possible elements of campus development (need preliminary costs before strategic planning begins).

Stephanie then shared the following regarding new offerings for 2019:

- Ways of Knowing art show “We Are All Related” & Art Studio returns
- Storytelling added feature in iForest
- More free flight bird programs
- More animal encounters in theater
- Spooky Forest at Halloween (an experiment)
- 2020 theme - Getting kids outdoors and Backyard Wilderness movie
- 2021 theme - Climate Change Exhibition (pending funding)

Ways of Knowing (WOK) project status and why it was a focus for TWC:

- We are a place-based institution this is a missing part of our interpretation.
- Introduces traditional ecological knowledge (TEK) to our audiences and invites us to contemplate TEK strengths alongside western science.
- Allows us to share voice and authority, practice co-created programming and exhibit development (a shift in museums).
- Demonstrates our commitment to diversity and inclusive perspectives.

The following are the different components of WOK Year Two:

- We Are All Related & Art Studio
- Sacred Seeds
- Special programming throughout the summer
- Special canoe trips
- Shared interns with our partners

Ways of Knowing interpretative additions in progress

- Short movie overview before other theater offerings
- Kiosk segment of Dave’s tour
- Statement of “why” this exhibit from Stephanie
- I Spy activity for children
- Drum beat music in video backgrounds

- In Development for Year 3 - Additional panels on basket wall

Stephanie then shared the following lessons learned to date regarding the project:

- No road map for this work, this approach has not been tried before.
- Some visitors did not notice the Thanksgiving Address overlay and just focused on the live animals. When asked to spend time, messages were conveyed and people interested.
- We did not expect an increase in attendance for the exhibit - this project is for many other mission reasons, fewer than expected had an inherent interest in the topic, not a deep understanding of indigenous people in the region.
- Took more time to develop relationships before we could complete the work.
- Relationships with Haudenosaunee community strong and we have earned respect.
- Considered innovative within museum field.
- Great strides in staff education, gaps on Board preparation.

We are very pleased to report that the Teen Educators will be back for a second summer due to generous and much appreciated support from the Birdsong family.

BAGA V - 2019

- 106 participants
- \$12,200 revenue, \$7,011 net
- Continuing education credits for professionals was a new offering
- Some segments broadcast on Facebook Live
- 100% respondents said they would attend again
- Thank you Sally Hart!
- BAGA Digital Statistics - Website
 - The page was viewed 2,809 times over a certain period of time.
 - Bounce rate was 2.04% (the percentage of visitors to a website who navigate away from site after viewing only one page).
 - Nick Gunn stated that he has never seen a bounce rate this low, which he stated indicates that they interacting, engaged and relevant as our bounce rate is typically around 48%.
- BAGA Digital Statistics - Social Media
 - Live stream reach - 4,475 (reach is number of people that have seen your content within a certain period).
 - Live stream views - 1,300
 - Social Media reach - 11,817
 - Social Media clicks - 220

- We only spent \$150 on Facebook advertising so seeing this much reach is a great value.
- The focus for the next BAGA event in 2021 will be on caretakers.
- Building science was an important piece of the conference.
- Retrofits was also a very important topic (vs new construction).

Youth Climate Summit Update

- Collaborative project - 10 summits over the next two years at aquariums and zoos.
- Hillarie Logan-Dechene and Bob Kronenberger have been looking in to the copyrighting/trademark of the Youth Climate Summit (YCS). It is in progress and we know what the next steps are.
- Generous additional funding for YCS has recently been received from the Thomas family - thank you! This allows us to continue in a growth mode.
- Jen Kretser is a national thought leader in engaging youth in climate education.
 - She serves on a national climate change education Board which coordinates work across state and federal agencies, NGOS, formal and informal education, and tribal entities. The Board serves as the point of contact for the UNFCCC and other international climate change education work.
- Local Government Partnership is an important growing part of the work by students.
- 2019 Youth Climate Summits since January and planned
 - North Carolina - February (Zoe Bettmann)
 - Columbia University 3/7/19
 - Eastern Shore Maryland Youth Environmental Action Summit - 4/5/19
 - Kurt Hahn School - Brooklyn, NY - 5/5/19
 - Western NY YCS - 6/1/19
- 2019 in planning stages
 - Columbus Zoo & Aquarium - Eco Summit - Fall 2019
 - Gulf of Maine Research Institute - Maine YCS - Fall 2019 - pending
 - Catskills YCS - Fall 2019
 - Central NY YCS - Fall 2019
 - Garrison NY YCS - 5/17/19
 - Colorado Youth Water Summit - Fall 2019
 - Finger Lakes YCS - Fall 2019
 - MA Audubon - Amherst - Fall 2019
 - Adirondack YCS - 11/6 & 11/7/19

- Silas Swanson from Saranac Lake attends Columbia University, is an alumni of our program and is on our Youth Climate Advisory Board. He worked to plan a summit at Columbia University for approximately 150 high school students.
- Eastern Shore of Maryland Youth Environmental Action Summit - A team from Berlin High School is working to create a safe, clean and green space for youth in Salisbury, MD.

Strategic Planning

- Following Future Committee Tasks and Framework
 - Continue expanding outside the Park (YCS)
 - Pay as you go - pace determined by funding
 - Accomplished Tasks - Impact Statement, Case Statement, 10 year maintenance tracking, 10 year financial performance modeling, campus master planning, NYC fundraising position
- Exploring Appreciative Inquiry as Technique for next plan
 - Builds planning on strengths
 - Includes a large number of stakeholders and voices
 - Requires months of pre-work
 - Will require a 2.5 day retreat planning session at some point, will keep all posted.
- Will continue the Master Planning process and detail the costs and specifics of next projects.
 - Each timeline is different, some will take four years and some will take just one.

III. Audit Report

Discussion: Paul Alioto began by stating that there is some overlap between the Audit and Finance Committees and that it is the responsibility of the Audit Committee to make sure that the financial reporting process and the system of internal controls are effective. He then invited Bob Kronenberger to share the following 2018 Audit Report highlights:

- The auditors report reflects a “clean opinion”, meaning that in the opinion of our auditors the financial statements present fairly the financial position and results of operations of the museum.
- New Accounting Pronouncement Changes Presentation of Financial Statements for Not-For-Profits
 - New classification intended to address the complexity of and make financial statements more understandable.

- Assets are either classified as with donor restriction or without donor restriction.
- Enhanced disclosures in Notes to the Financial Statements
 - Liquidity and availability of resources
 - Composition of net assets without donor restrictions
 - Endowment Funds
- Statement of Expenses by both activity and functional classification.
- Statement of Financial Position
 - Total cash and investments at \$6.8 million (up \$400,000 from 2017).
 - Contributions receivable decreasing with collection of pledges (but did add \$90,000 in new pledges in 2018).
 - Fixed assets additions for intern house and Oxbow exhibit.
 - Total liabilities and debt at \$1.2 million, down from \$1.3 million in 2017 with scheduled note repayment made.
 - Current ratio is 3.3:1
 - Overall Net Assets decreased to \$31,553,000 in 2018 from \$32,431,000 in 2017.
- Statement of Activities
 - Total support and revenues were \$5.2 million in 2018. This is up \$500,000 from 2017. Contributions and grants were up \$1 million while earned income was down \$500,000.
 - Total operating expenses were \$4.7 million in 2018. This is down \$65,000 from 2017. Program expenses were up \$275,000 while support expenses were down \$340,000.
 - Changes in net assets was down \$877,000 in 2018 vs. up by \$43,000 in 2017.
 - From an operating perspective:
 - Excess of support and revenues over operating expenses was (\$560,000) in 2018 vs. \$333,000 in 2017.
- The auditors did not find any deficiencies in our internal controls that they would consider to be material weaknesses. There has been a clean audit for the last 19 years.

Paul Alioto mentioned that the Audit Committee had some concerns regarding risks particularly related to IT. Bob Kronenberger and Phil Wagschal looked into that with the auditors and they found that there was nothing out of order. The auditors did make the following three suggestions, all three items are currently on a to do list:

- Establish a written IT policy manual.
- Password resets on accounts should be set to 30-90 days.

- Point of Sales (POS) server is currently on the main network. It should be isolated to a separate server.

Paul stated that we are aware of our weaknesses and have plans to address all of it. He also stated that there was some concern with Phil being the end all of IT at TWC and said that there should be manuals and procedures in place for the time when a new network administrator comes in.

There was then a brief discussion regarding the possibility of setting up a more detailed risk assessment that would take a deeper look at our system of internal controls. It was also suggested that we conduct a Request For Proposals (RFP) for a new firm to take a look at our books after the 2019 year audit. Joe Beck stated that with such a small Finance team, there is only so much separation of functions that is possible.

Action: A motion to accept the 2018 Audit Report was unanimously approved.
Charles Svenson motion, Karen Thomas second.

IV. Financial Report

Discussion: Joe Beck began by stating that the first quarter results reaffirm that basic metrics are not turning around to date and that we may need to assess what to do going forward. He said that all Board members need to be as active as possible in fundraising to help expand our efforts and that all should be mindful of the position that we are in.

Bob Kronenberger then shared the following observations of the Committee regarding the financial report:

Attendance

- 1st quarter attendance in 2019 is down 27% from 2018 (difference of 1500 visitors).
- Paid attendance for the quarter is also down 29% from 2018.
- 2019 total attendance budget is \$104,000 (down 5% from 2018).

Admission Revenue

- 1st quarter 2019 admission revenues down 32% from 2018 (but that is only about \$8,000).
- 2019 admissions budget is \$1.5 million which is \$60,000 less than 2018.

Earned Revenues

- 2019 membership revenues are close to budget year to date (YTD) and last year (LY).
- YTD Store and Cafe revenues are both down vs. 2018 (attendance related).
- 2019 Admissions revenues includes \$10,000 from BAGA conference.

Support Revenues

- 2019 operating support revenues \$320,000 over budget YTD.
- Annual Fund close to budget YTD.
- Received a \$341,000 bequest in March.

Endowment Performance

- Current portfolio weighting is 73% stocks, 27% cash and bonds. Obie Clifford Fund is invested in US Treasury Notes and Fidelity Cash Reserves.
- Portfolio widely diversified via mutual fund holdings and Treasury Notes.
- S & P gained 7.3% over LTM, with a 13% increase in first quarter of 2019.
- Market value increase of \$490,000 in first quarter of 2019.

Conclusions

- Early 2019 attendance a concern, although small numbers YTD.
- Operating expenses are under budget YTD.
- Endowment still providing tangible support to operating funds, with \$196,000 for 2019 operations.
- Obie Clifford Fund balance at \$1.6 million, with total Board Designated Fund at \$7.2 million.
- Line of credit balance at \$125,000 (\$750,000 available), although \$480,000 needs to be transferred from operating funds to Board Designated funds.
- 2018 operating deficit of \$560,000 (this is exclusive of contributions to Board Designated Endowment Funds).
- Our 2019 plan reflects a deficit of \$236,000 for this year.
- We will continue to monitor 2019 result closely and be prepared to make adjustments during the year should 2019 results differ from the plan presented.

V. Committee on Trustees

Discussion: Lynn Fox began by stating that the following three topics would be discussed during this portion of the meeting:

- A generative discussion on term limits
- A vote on revised bylaws
- A party announcement

Lynn mentioned that during the course of reviewing the bylaws it was discovered that there should be a maximum of twenty-five (25) Board members. The Wild Center currently has a total of 29. She stated that there was no penalty for being over the maximum and that we would keep it the way it is at this point. She said that the goal over time was to work to diversify our Board in terms of gender, age, etc.

She then called on Ross Whaley to lead the discussion regarding term limits. Ross began by stating that many Boards do not have a succession plan and that they also only address things when there is a problem. He then went around the room and asked Board members to share their current as well as past experiences on other Boards which he would compile, create a report and then make recommendations for this Board. The following are responses from Board members in the room as well as on the phone:

- Lynn Fox - Most Boards three, 3 year terms with a year off and could then be back on. No term limits at St. Lawrence University, however, there was an age limit of 72 and could then reach emeritus status but would have to be an extraordinary donor. Designated four young alum trusteeships, these positions carried full voting privileges.
- Jack Ryder - Three, 3 year terms, then can get back on.
- Karen Thomas - On most academic Boards she has served on, 3 years on, 3 years off. Trinity Board had youth voice, they want to be listened to.
- Larry Clifford - Business Boards all have term limits, put in place to resolve problems.
- Sally Hart - Mostly served on local land conservation Boards, nothing really to contribute.
- Tom Jorling - Most Boards he has served on have had term limits. Term limits keep things from getting messy. A nominating committee should have an opinion on that and they should for an independent judgement on whether people should be asked back.
- Betsy Lowe - Some have been long term, there is definitely a challenge in moving from no term limits to term limits. Sees some positive to no term limits in terms of devotion, etc. on long term Boards.
- Terry Birdsong - Traditional three year, three term on one Board. Was an issue with a Board member on one Board who caused discontent. They unseated the current President, became President and then subsequently left the area. It upset the Board and its momentum for many years after.
- Tom Aydelotte - Mostly served on church Boards, has served as President on a few Homeowners Association Boards. He also shared that many years ago he had lunch with Obie Clifford at the Links Club in New York where Obie invited him to be on the Board. Obie was a hard act to follow, you need to be very committed to

the cause. When you invite someone to be on a Board, you should know if the person will commit themselves.

- Ross Whaley - Seems like there are three main issues on Boards
 - Ill behavior of Board members
 - Officers not performing duties
 - Expectation of giving
- David McAlpin - Been on several Boards, people keep coming back - major donation, instituted term limits four years ago - started with election cycle.
 - Idea of phasing in has been helpful.
 - Term limit began in next succession, two, 3 year terms.
 - A plus of term limits is growth, people don't get as worn out. Like the rings of a tree.
 - It is important to have term limits.
- Nancy Simpkins - On one Board with term limits, two, 3 year terms and another with no term limits. She tends to be more lazy on that Board as there seems to be less urgency than Boards with term limits. Those Boards also tend to be larger. Some people on Boards with no terms limits just hang on because they haven't been asked to step off. Is a believer in Board term limits.
- Charlie Svenson - The Wild Center Board is a Board without turmoil. It is important to find people with a passion for your cause and you want to keep them on.
- Joe Beck- Seems like a good consensus on term limits. Our Board has lots of talent, commitment, etc. We do have a continuing need for diversity, cultivation is critical.
- Nancy Howard - Has served on numerous Adirondack Boards. The Wild Center Board has meant the most. Most Adirondack Boards have two year term limits, it may be time for us to look at term limits.
- Pam Matt - Term limits - 3 year, 3 times (9 years). Diversity is important. From a national perspective, pick one or two strong suits like Youth Climate Summit. Youth are important, she is on Board with a catalyst group of 20 something year olds who are not on the Board but there is one designee. They are mentored to come on Board later.
- Gary Hartwick - Two terms of 3 years, go off and then can come back on. Should spend a maximum of 6 years and then move on, don't go back.
 - If it's not broke, don't fix it.
- Jack Ryder - Great to hear all perspectives, use a term limit of three years. Continuity is important but also need to maintain vitality of organization.
- Charlie Frenette - Responsibility on behalf of Board and members to be maximized. There is a combination of tangible and intangible contributions.

Diversity of backgrounds, education, etc. is very enlightening. We should keep it broad. Term limits are good, people should term out. Being a member of a Board is not a privilege but something you should earn from within.

- Rich Malloch - Looking at five major NYC organizations, they have much larger Boards than we have. There have been people on some of those Boards for 25 years, it is critical to the funding of organizations. We should look at term limits, but might be counter to what we are trying to do. Some of those Boards have many more serving in Vice Chairman, officio and honorary roles. Need more people to contribute if they are in a leadership role.
- Ross Whaley - Will do some research on how they get around term limits. There is also the issue of Board fatigue, are members getting tired or is the organization not keeping them engaged?

Bylaws

Action: A motion to accept the revised bylaws was unanimously approved.

Tom Aydelotte motion, Terry Birdsong second.

A motion to change titles of Board Officers from President and Vice President to Chair - Nancy Simpkins and Vice Chair - Jack Ryder was unanimously approved.

Charlie Svenson motion, Karen Thomas second

Party

Lynn reported that the Governance Committee is working to recruit the next generation of leaders (30, 40 and 50 year olds). There will be an event in New York City on 5/21/19 at a venue in the Hudson Yards area being co-sponsored by Grant Reynolds and Brooks Reynolds from Lake Placid. Lynn asked Board members to think about people in that age group and send names to Lynn Fox, Natalie Zurek or Ruth Burnell.

VI. Marketing Update

Discussion: Tom Aydelotte began the discussion by introducing Marketing Manager, Nick Gunn who will present the marketing plan for the next several months and he stated that there is lots of energy and many creative ideas and that he is excited to see them implemented.

Nick began by stating that there were some new and exciting things to report and that it had been a group effort between himself, Stephanie Ratcliffe, Hillarie Logan-Dechene, Clifford Hart, Rick Godin and Tom Aydelotte along with program and admissions staff, Break the Ice Media and I Love New York.

2019 Audience Retention Goal

- Maintain or grow the paid audience for The Wild Center by encouraging new and repeat visitation in order to deliver our educational mission and provide earned income support.

Measurement and data analysis in 2019 will continue to be important to measure the effectiveness of the many tactics we are executing this year and will help to inform future marketing decisions. Current measurement initiatives will include:

- Zip code census conducted with every visitor.
- Ongoing digital analysis (website, social media, etc).
- eCommerce tracking to attribute online conversions.
- Exit interviews and visitor surveys.
- Continued URL tracking and usage of vanity URLs.
- Mid-season analysis of marketing impact and ongoing reporting.

Situational Analysis & Opportunities

- TWC has benefited from organic PR in the past. We now have an opportunity to benefit from proactive PR.
- We see significant engagement through social media, newsletters and web traffic. We need to convert these digital users to physical visitation.
- Add-on experiences (paddle boarding trips, behind the scenes tours, canoe trips, etc.) are not obvious on TWC's website. We have an opportunity to package experiences while visitors are in the planning phase.

Nick stated that we recognize that we have an opportunity to capitalize on a growing market - Millennial parents and their children. We will use research, new messaging and tactics to increase visitation from this market. In order to thrive, we must continue to increase visits from visitors. We will use previous research to create customized messages for niche markets. He also mentioned that 2018 proved that we must always be reminding target markets of repeat visitors what is "new". Recognizing that Wild Walk is our primary "hook", we will work to highlight exhibits like *Stories in the iForest* and *We Are All Related*, as well as special events and "add-on experiences" like waterfront programming, animal encounters and behind the scenes tours.

Nick also mentioned that once people navigate away from our website, we lose them. However, he said that with Blackbaud we now have the ability to retarget them. Larry

Clifford also pointed out that the Belong button is not easy to navigate and that it needs to be more prominent on the homepage for people looking to join or donate money. Nick mentioned that he was currently working to improve this.

Audiences

- Families with children
 - More likely to travel during summer and school breaks.
 - Key audience insights:
 - Age of children influences decision making.
 - Consumers are looking for fun and experiential trips appealing to both children and parents.
 - Top three motivators for family travel:
 - For children to discover new places and experiences.
 - To bond and grow closer as a family
 - To relax and unwind.
 - Takeaways from Persona Study
 - Romantics
 - Fulfilled by simple joys
 - Seek opportunities away from screens
 - Seek simple contentment felt as a child playing outside
 - Experienter
 - Thrilled by new adventures
 - Research cool places to see and things to do
 - Trek into the unknown
 - Activity Preferences
 - Create mini adventures
 - Short hikes
 - Pack multiple activities into one day
 - Local attractions
 - Channel Preferences
 - Social Media
 - Local search (TripAdvisor/Yelp)
 - Messages
 - TWC is a place for families to discover together
 - Spend time with friends, family and knowledgeable Naturalists.
 - Visitors have freedom to roam
 - TWC provides numerous activities - not just exhibits and Wild Walk.

- Take advantage of two day admission
 - Families have the ability to curate their own adventure.
 - TWC is the perfect place to make memories.
- Adults with no children
 - More likely to travel fall and winter.
 - Key audience insights:
 - 55+, 2-person household, \$75,000
 - Prefer adventurous
 - 39% of boomers take trips to step outside their day to day life - seek adventure travel.
 - Gen X(65'-80') - have the most buying power - often overlooked.
 - Enjoy sightseeing, nature, culinary experiences.
 - Takeaways from Persona Study
 - Naturalists
 - Collect things, ideas and experiences, and enjoy synthesizing all these things into a catalogue of information that informs their conversations and perceptions.
 - They enjoy adding to this catalogue and sharing their knowledge with people around them.
 - Activity Preferences
 - Absorb and learn about surroundings.
 - Nature Walks
 - Boating
 - Channel Preferences
 - Travel magazines
 - Regional newsletter
 - Family/Friend/Colleague
 - Facebook
 - Google
 - Messages
 - TWC heightens your understanding of the Adirondacks' unique environment and deepens your connection to nature.
 - Visits are mostly self-guided but Wild Center Naturalists are capable of answering any questions.
 - TWC presents "room to think".
 - We satisfy the desire for intellectual pursuit.

- Our staff will engage and be respectful of engaging in conversation and listening to stories.

Tactics Update

_____ Nick then shared the marketing tactics plan:

- Digital Marketing
 - Native Advertising
 - Run across all devices (desktops, mobile, tablets and all channels - video, display and social).
 - Programmatic Advertising
 - Run across all devices (desktops, mobile, tablets and all channels - video, display and social).
 - Social Media
 - Work with Break the Ice Media to make strategic placements and create content to maximize engagement.
 - Leverage our live-streaming capabilities to create a consistent video series that brings viewers “behind the scenes” and highlights the Adirondacks and Wild Center staff expertise.
 - Now more than ever, museums are the most trusted source of information.
 - Connected Television
 - OTT is long-form, professionally produced, episodic live and on-demand video that is streamed over the internet
- Print & Radio
 - Underwriting with NCPR and WAMC continues with new messaging.
 - Print ads refreshed to evoke the idea of discovery, exploration, joy and “come here, we’ve got something cool to show you”.
- Public Relations
 - Narcity in Canada posted a Wild Walk article.
 - As result of Thrillist write up, website traffic increased by 20%.
 - Partnered with Break the Ice Media
 - Goals
 - Increase brand awareness of TWC, its experiences and packages.
 - Seek third party endorsements of TWC through proactive PR.
 - Drive traffic to tickets page on website.
 - Increase number of visitors during shoulder season.

- Experiences - Leverage existing assets to provide unique programs and experiences
 - Otter Birthday
 - We Are All Related
 - Waterfront Programming
 - Tours
 - Happy Hours
 - Wild Walk Events
 - iForest

VII. Development Report

Discussion: Charlie Svenson began by stating that all Board members were part of the Development Committee and that they should take that role seriously. He then asked Hillarie Logan-Dechene to speak about the newly created “Take Five Toolkit”. Hillarie stated that this was a follow up to an appeal from Charlie S., Joe Beck and Nancy Simpkins. The packets were created in response to an online Board survey. The information provided is confidential and private and should only be used to help board members and Development staff in creating relationships with these people. Hillarie then went through the following sections of the toolkit and again asked that those taking assignments not share the personal information:

- Fast Facts
- Confidentiality Notice
- Case Statement
- 2019 Summer Events
- Tracking Sheet
- Confidential Prospect Report
- Call Script & Call Report for each
- Economic Impact of The Wild Center

Bequests and Endowment Giving

Hillarie took a few minutes to report on a recent bequest from Edward Esmay and shared the following information about the donor:

- A local lawyer let Hillarie know to call him
- Long time member; low level donor
- Spoke on phone; wouldn’t let her visit
- Shared story of organization that was pushy
- Born and raised in the Adirondacks
- Small camp on Little Wolf
- Lived modestly; Clarkson grad

- Did research and found he had patents
- Was interested in Linda Vaughan story
- Left TWC over \$340,000

Museum Access

- Sponsors - 13 = \$22,500
- Viewing Events
 - 5/15 - Grabe's in CT
 - 5/23 - Sally Hart's in Saratoga Springs
 - 6/5 & 7/2 - TWC
 - August date to be determined

VIII. Other

Stephanie Ratcliffe introduced a museum colleague of hers named Lauri Halderman who is the Vice President for Exhibition at The American Museum of Natural to give a presentation regarding two exhibits that Board members would tour at the conclusion of her presentation, the Lenape Diorama and the 2018 Climate Change Exhibit.

Brief summary:

Lenape diorama problematic on several levels looking at it today. Staff debated several options to update and decide to provide commentary on the outdated interpretation as the most honest and transparent approach. New labels were applied directly to the glass.

Why now? In the wake of the debate around the removal of confederate statues. While this diorama was hardly the focus of any of the protest, it is part of the same problem. Halderman detailed all the options of the revision and how they landed on the issue of owning the inaccurate portrayal and being honest about what is not accurate. This process is affecting their approach to other exhibit hall revisions. There is decades of work ahead. This type of work is not to increase revenue. Our nation is becoming increasingly diverse and if we talk to and with the same people as in the past our audiences will be smaller and smaller. We must work toward more inclusivity.

Halderman the detailed the development of their climate change exhibit in the Hall of Earth. One goal was to portray climate change as not a future possibility but a current reality. Why do we do this work--again not for revenue. It is important because this is arguably the most important environmental issue of our time. As a science museum it is

untenable as a science museum not to speak up loudly and clearly about climate change. A survey of found that museums are the most trusted source of information--let's use that strength now.

IV. Upcoming 2019 Meeting Dates

Monday, July 8, 2019 (TWC)

Friday, October 11, 2019 (TWC)

Monday, January 27, 2020 (NYC)