

Virginia Museum of Fine Arts
Transcription of the Executive Committee of the VMFA Board of Trustees
Tuesday, November 10, 2020, 11:30am
Video Conference

Meeting called to order at 11:31am.

Full attendance listed in the meeting minutes.

Monroe Harris: Well, again welcome, and thank you all for joining us and being on the call. I would like to call the meeting to order. Caprice, would you take the roll, please?

Caprice Bragg: Happy to do so.

Roll call of the Board of Trustees Executive & Governance Committee meeting taken by Caprice Bragg. Full attendance listed in the meeting minutes.

Monroe Harris: All right. All good. Do we have any requests for public comment, Caprice, since yesterday?

Caprice Bragg: No, we do not.

Monroe Harris: Okay. All right. In accordance with requirements of virtual meetings, a transcript of this meeting will be posted after the meeting. Again, I just remind everybody to stay muted, unless you are involved in discussion or voting. When you speak, please state your name, and if you experience any difficulties reach out to Caprice or Kay. In accordance with the requirements for virtual meetings, we offered a public comment period. There were no requests for public comments so we will proceed with the agenda. I hope that everybody had a chance to review the minutes. At this point, I would propose to approve the minutes from the August 18, 2020 meeting of the Executive and Governance Committee as distributed. Can I get a second, please? Anybody?

Meg Gottwald: Second.

Monroe Harris: Thank you, Meg. All in favor?

Committee Members: Aye.

Monroe Harris: All right very good. Well as you all are aware, despite the global pandemic and social unrest and a contentious election and everything else that we've experienced over the past several months, the museum continues to move forward, and it is a testament to our wonderful leadership and staff. I just want to say thanks to Alex and everybody for doing all that you have done to keep us on track and keep us moving forward. I hope that you all have had a chance to see the new installation in the atrium, which is absolutely beautiful. I think that the people that are coming to visit the museum will be just blown away by that, and the numbers are steady. I think our numbers are pretty much on par with most museums, if not a little bit better. And so Alex, that's a blessing. It goes without saying that these are challenging times, but with everybody's help, we're able to move forward and I am so happy. I feel blessed about that. So next, we will have our report from our Co-Presidents of the Foundation. Who is going to do that?

Lilo Ukrop: You have got me today, Monroe.

Monroe Harris: Okay, Lilo. Thank you.

Lilo Ukrop: Well, thank you. First of all on behalf of the Foundation, Jim and I would like to thank Alex, the senior leadership team, and the whole staff at the Virginia Museum of Fine Arts for all the work they have been doing during these challenging times and keeping the faith and keeping positive and looking for ways to save money. It makes our job easier and more fun with them. So thank you all so much. Can you hear me?

Caprice Bragg: Yes.

Lilo Ukrop: Yes. So we had a great Foundation meeting a couple of weeks ago. One of the highlights was a robust discussion about the strategic plan, where it was. We are looking forward to seeing some more iterations of the plan come forth soon. And I think the Trustee Board will see them, as well. I think we are responding a little bit to what is happening with both the pandemic and social unrest issues. It is great to see us working that and making that a priority, those two pillars of priorities in our strategic plan. As well, we have seen such advances in technology. Because of the pandemic, that sort of accelerated our need to be on the Internet and have a presence. So that is even more important in our strategic plan. We will look forward to seeing each iteration, and Caprice thank you for your hard work on that.

We had a successful fiscal year in FY20 fundraising wise and FY21 is looking good. One of the things that occurred to us, the reason FY20 was so successful, is that people really stepped up to support both the Kehinde Wiley installation and the COVID Relief Fund that the Garners put as a challenge grant out there. Many of you on this call supported both of those initiatives, and we thank you. I think Advancement is looking for ways to break up things into little, mini campaigns this year, so we can keep the enthusiasm and excitement around the exhibition. The Advancement Committee has started bringing people back to campus, and we are doing small outdoor tours in the sculpture garden. We are going to have an Artmobile event next week. We have the Garden Club coming in, so we are gradually getting people back to campus and getting them excited about what is going on. People are responding. We have had a couple of members' events, and people are responding really well to them, because they miss us and they are bored. I think that is going to help the Advancement effort too. The endowment itself is strong in the Foundation. The markets have been strong. We have invested well, so we are staying the course with our strategy. We are excited to find out that we will probably get relief for the PPP loan we took out this summer, in June for COVID relief. So that is a positive on the balance sheet and we are holding strong and fundraising, so I think the momentum is there. Thank you for all your support, and on both being present for us and supporting our initiatives. That is about all I have. Jim, do you have anything to add?

Jim Klaus: No, I think you covered everything. Thanks, Lilo.

Lilo Ukrop: All right y'all, thank you. Any questions? All right back to you, Monroe.

Monroe Harris: Thank you, Lilo. Thank you so much. I think Ken just joined us. Hey Ken, welcome.

Ken Johnson: Hello everyone. Sorry for the delay in getting on the call.

Monroe Harris: All right, Alex, you are up next.

Alex Nyerges: Hey, good morning. Hey, Ken. Good to see you too. All right. Developments in the field, I am going to start off with. In fact, we will talk more about this at our full board meeting and also next week at the Foundation Board meeting we are going to have this as a featured part of our agenda. Michael and I and maybe a couple of others are going to talk about the deaccessioning issues that are ramping up in the field, particularly Brooklyn and Baltimore. We will be sending more information out ahead of our next meeting, which of course for the full Trustee Board is not until January. Needless to say, the movement by Baltimore to try to sell off some of the best examples in their collection to fund something that was fairly unclear. They said they did not have budget issues. Which is why the AAMD made some rule changes back in March because of the pandemic and the market drop, but they essentially got caught with their hands in the cookie jar. They withdrew the three works from auction at Sotheby's. They are on pause, but I can tell you that the entire field is angry at Baltimore for taking advantage of a situation that was not in accordance to the Guidelines of Professional Practices in Art Museums which is our, guidebook and policy manual. Within the museum, the Trustees have a long standing collections management policy. We are not making any proposals to change that. The change that AAMD was recommending was that you can use the deaccessioning funds for collections' care. We do not believe that's necessary. We are certainly not in the financial predicament that most of our colleagues are. In fact, we learned of another one today, which apparently has laid off their conservation staff, not just furloughed. Apparently, they are not coming back, at least according to one of their senior conservators, which is highly unthinkable. They are an institution that had been in our peer group until we advanced more recently, and it is unfortunate for them. It is a solid institution, but I would have to say, no comparison to us on many levels. The other issue is obviously swirling around with social unrest and social justice issues, and I will talk a little bit more about those in the Annual Report.

Attendance, as Monroe mentioned, is stable. It is steady. In fact, it is almost eerie how steady it is. We can almost count the number of visitors in advance, and it is not based on the fact that we are limiting it to 100 people per hour into the special exhibition space. That's not really keeping us, because we do not sell out every hour of every day. Weekends, we do often have many of those hours sold out. Across the field, as Monroe mentioned, we are better than most of our colleagues. Some of them are experiencing 20 to 25%. I have even heard from some of the New York museums are at 15% of what is normal. Now the other thing too, and we should be proud of this is when we reopened July 1, we reopened. Many institutions, the National Gallery, only the West building is open and only the 1st floor. In Boston they are only open 5 days a week. No evening hours, and only opened from 11 to 4. So it is hard to imagine how you can be open 25 hours a week, although we were open 30 hours a week back in 2006, and be successful. You cannot, not if you want to be a resource for your community.

Government relations update. I can only tell you, we are all breaking out the champagne that they finished meeting. The Governor has on his desk, and I'm going to ask Katie and Caprice to enlighten us as to the latest. I will say all of it is for us good news. There are no bad stories buried deep into this one, and virtually everything that is happening is very much in our favor both on the operating side, but then also on the capital side. So, Katie, if you could give us a thumbnail sketch of everything that has happened.

Katie Payne: Sure, yes. So the legislature came back to town yesterday afternoon, and they finally adjourned the special session at about 6 o'clock last night. They sent the budget back to the governor. They approved about half of the amendments he had proposed, but the other half they did not. So it is going to be interesting to see. The governor has 30 days to deal with those, but it usually doesn't take that long. I can't imagine it will since it has dragged on as long as it has, but he will have some choices to make about whether to veto certain provisions or to just sign it as it was sent back to him last night. Overall we pretty much know where things stand. I told you all at the last meeting that on the operating side everyone had their new discretionary funding unallotted or frozen. It is still in our budget. We have been told that it is the top priority to restore in the regular session, which starts in January. So we were well warned that that would be the case. But that \$400,000 that we had worked hard to get added on the operating side last session is still frozen for now. Other than that, though, it's all been great news. They did not change the timing, or the amount of the state match for the expansion project. They did not change the capital funding for the sculpture garden, which we've actually already received. We got news about a week ago from DPB that we would get a second appropriation of federal CARES dollars. The first one we got back in June for about \$200,000 to cover testing and PPE etc., and we got news last week that we would be getting about \$500,000 more. So we were very excited to hear that. There is a little bit of uncertainty because one of the amendments that was rejected last night. The governor was requesting to continue his authority to be able to appropriate those dollars, and the legislature rejected that. But I think it is highly unlikely that anything changes as far as our amount. So we feel pretty confident with that. Of course, we will feel better when it is signed and totally done. Just so you know, we have already submitted our request for the next budget cycle. They had a very condensed time line for those requests this year. They all had to be related to COVID response, but we submitted a robust list of requests. And we are now, that this session is finally over, we are finally being able to have those meetings to make new requests for the next cycle. I am happy to answer any questions for you guys.

Alex Nyerges: And because of what Katie did not mention is that normally this is over in the spring and we have the summer, of course we had COVID, to get the chance to be able to visit legislators and the administration to start laying the groundwork for our appropriation request for the next fiscal year. Clearly that has not been able to happen because they have not finished up the budget until now. We have about eight weeks to follow up on our requests. We were given a week to put the request together. Katie or Hossein, do one of you want to just tick off the four things that we put into the hopper for consideration? And again, my only caveat to everybody before you hear these, is that until they decide how much money there will be, we do not know whether any of these are realistic possibilities, but we're asking nonetheless. We are going on the Hossein Sadid theory that if you asked for one, you might get none. If you ask for four, you might get four, and it has worked out pretty well in the last couple of years, I have to say. So, if one of you want to tell us what the requests are.

Katie Payne: Do you want to, Hossein? I would be glad to.

Hossein Sadid: No please. Go ahead.

Katie Payne: Yes, so the first request was to have that unallotted funding restored again. We have been told that if revenues hold steady, that is the first priority for the Governor is to restore that \$400,000 a year that we had achieved last year. And that is for all the agencies that have their new spending frozen due to COVID. We have also requested that we be allowed to convert seven positions from part time to full time, four of the housekeeping staff and three of the security officers. That would be very helpful right now. We could increase the cleaning and sanitation of the museum, obviously, if we had those conversions. The SCOP officers have been very helpful in ensuring that no gallery gets too crowded and the appropriate physical distancing is taking place. So in the theme of keeping all these requests related to COVID, we are hopeful that they will grant us the money to convert those seven positions. We used the appropriations we have already been approved for the CRF funding, and we extrapolated them through the rest of the biennium, because there is no additional federal relief package on the table right now, and we will need to be reimbursed or funded in some way for those costs through the rest of the biennium. So, we have estimated that to cost to about \$1.2 million. What we have gotten so far is only good through the end of this year, so for the rest of the biennium we are just making our request that funding be appropriated to us. We really don't care where it comes from, if it is general fund dollars or another federal relief package. And then we put forward one capital request that combines two different things. One is replacing the remaining air handling units in the main part of the museum. We did several of them a couple of years back before I arrived, and we have a few more left to replace. The thinking being not only are they old and at the end of life and need to be replaced, but the increased air circulation would certainly help our visitors feel more comfortable and it would be safer. We have asked for that, and in addition there are parts of the roof on the main museum building that are also at end of life. The state has a policy that if you are going to go in and fix something like the air handling units underneath you first must make sure that you have upgraded the roof above it. So we submitted those two together for about \$5.8 million as one capital request, and they were all approved by Secretary Qarni about a week ago. He had to give us approval to submit them, and he had to certify that all of them met the requirements for being related to COVID. They are in the hopper now, and as Alex said, we will start, now that this special session is finally over, we will be able to start going around and meeting with folks virtually on these new requests.

Alex Nyerges: Great, thank you Katie. Any questions for Katie or Hossein on the appropriations? And we will credit them both in particular, but everybody else on our management team for turning it around in a week. Normally we have about two months to do this and to put the numbers together, and make sure they are accurate. Making sure we prioritize them properly is so vital. Again it depends on whether there is money for them to appropriate, and we will not know until we get back into session in January and February.

Campaign, you know the good news is we are back in the Campaign business basically full swing. I have got a campaign luncheon. Well, not today we are doing this, but tomorrow. I have one on Friday. We are doing these regularly. Tom and his people are ramping these up in-person. Obviously, our development people have been working really hard on the telephone and on the Internet, but being in front of people to tell them the story of all of the exciting things and with this \$125 million capital appropriation, we now have the largest and most valuable carrot that we have needed all along. We will soon be making a trip back down to Bristol to see Jim and Fran. Needless to say, Jim is in a state of considerable ecstasy at the moment, having a three to one margin on the

referendum allowing casino gambling in Bristol. And not just any casino, but the Hard Rock Cafe Casino that is going to be in that former mall that straddles the Bristol state line of Tennessee and Virginia. So, we wanted to wait until the election was done before we went back down there, but that will be a good trip. Tom, other things on the campaign?

Tom Gutenberger: Yes, I just want to thank Monroe and Jill and John and Elizabeth, for co-chairing the Campaign and a number of you actually on the call today that are on the Campaign Committee. Overall we are at a \$53 million. We started the fiscal year at \$42 million, so we are up \$11 million. That is just with a third of the way into the year, so it looks good just in terms of trends. We are seeing exactly what our consultants are seeing in other places that people really wanted to wait until the results of the election before they made a commitment. We were able to close a bunch of gifts this summer and in the fall for people we had started campaign conversations with last year. Now a lot of people really did not want to start talking until after the election, so I think we will see a lot more traction now that the election is over. Overall, though it has been positive. As Lilo mentioned, overall, fundraising is going well, as you know, we predicted a 15% decrease last year, which we went the opposite way and ended up raising more money. This year just to be prudent, we predicted a 15% decrease, and we are not seeing that yet. So, we are actually in good shape. The Campaign is going well, and like you said Alex, you have got people making a lot of calls, and we have got people coming in now for very small events. Thanks.

Alex Nyerges: Right. Any questions for Tom or Caprice or myself about the Campaign? I can tell you that we are ecstatic. Then the last two items on my agenda are the Director's Report, which we sent out in advance to everybody. I am going to just spend a minute or two to give you a few highlights, but to also say a number of thanks.

Monroe Harris: Hey, Alex.

Alex Nyerges: Yeah?

Monroe Harris: Alex, did you want to say anything about the strategic plan?

Alex Nyerges: Actually, we can yes. Thank you for asking. We are making great headway with a strategic plan. In fact, everyone will be receiving a draft of the plan fairly soon. We are doing a few edits and tweaks and things on some of the formatting in the plan, but we will have a draft plan for both boards. It is pretty much what everybody expects it to be with on major addition. We had the four priorities that we have carried over from the last plan, the 2015-2020 Plan, but we have added one for diversity, equity, inclusion, and accessibility. Because obviously, in the last eight months, we have needed to ramp up our attention on those matters. I will say that we have been ahead of the curve. We are not where we need to be, but it is clearly time to be able to put much more energy, effort, and money into all of that. So, that process is actually doing quite well. I'm going to turn it over to Caprice to fill in the blanks as well.

Caprice Bragg: I think you have provided a wonderful summary. I want to thank everyone for your feedback. Alex is right. We have received a draft of the strategic plan. We are working with our

strategic planning counsel, and we will have that to share with you in the very near term. We anticipate convening the Strategic Planning Committee by the end of the month, and then holding two listening sessions with both boards in early December. Our goal is to incorporate whatever we hear and finalize the plan for presentation to you in January. The planning has been robust. We have had the benefit of two surveys, one a very extensive member survey and then, secondly, a non-member visitor survey, which has also provided some, I think, very helpful insights into the accomplishments of the last five years. I think it helps us figure out again where we want to go for the future - though, you will not see anything that is a surprise in the strategic plan. I think you will be encouraged and excited by the emphasis and more attention on extending the trajectory of our success. I am happy to answer any questions.

Alex Nyerges: The surveying is very, very important, and it gave us a great deal of enlightenment about how well we are doing. No questions? Great.

So, I'm going to quickly just give you a few highlights on the FY20 Director's Report, because you know, if you had asked me back on March 7th when Michael, and I got off a plane from Brussels, what the next eight months would look like, I don't think I would have had the right crystal ball channel tuned in. I can tell you this, as I look at FY20 where one might label that as the year of the Pandemic. We had revenue losses that mounted into the millions of dollars of lost revenue. We were closed for three and a half months, and for an institution, the only one that is open with free general admission 365 days a year that is harder than for our colleagues. Obviously the attendance losses, all of the plans that we had for programs and then, of course coupled with the social unrest, it could be easy for us to define FY20 by what happened in the last quarter. But as I went back in to do the report and gathered information from all of my colleagues here on the senior management team, it is actually a very different picture. Not a great one given the challenges I just mentioned, but a banner year.

First of all, kudos to Hossein for being the Super CFO that he is. A year that is in the black. That also goes to both boards and to all of our leaders and managers and department heads. They tightened the belt where they needed to, and we did it without doing layoffs. We did it without job eliminations. We furloughed some people, but those were people that wanted to be furloughed because they can get more money from the federal government with that extra \$600 a week. And we did what most of our colleagues did not do and couldn't. We have also opened in a huge sort of way. When I think about FY20, it is hard not to put Kehinde Wiley and the worldwide recognition that we received in September in New York and then in December here in Richmond. Who knew that Kehinde Wiley would be emblematic of a new era, and a new time in America. Obviously one filled with continued conflict and unrest. The Capital Campaign, if somebody had said we are going to close down, and you are going to lose three and a half months? Well, most folks stopped strategic planning. They stopped their Capital Campaigns. They stopped everything. They had to deal with, "What do we do?" I got to tell you, when you look at how you measure last year, and the survey that TDC did as part of our strategic plan. You know, we went into the 2014-2015 planning phase for this last plan from a fourth tier major institution, and that is almost being generous. People mentioned us only because they were being surveyed by our consultants. But fourth tier to where we are easily not just in the second tier, but we are pushing toward the top. And finally getting the recognition that we long deserved for our collections, our programs, for our people, for our

attendance numbers, our statistics, which are off the charts compared to everybody else. You look at this pandemic year, we made a seamless pivot from being an institution that welcomes people 365 days a year to being an online museum. And we did it almost flawlessly. Here's the bonus, those people are not going away and half of the people that joined us in the last eight months online, half of them are not people who had been to the museum in the last two years, if ever. Now, I have to tell you if we had planned this, we would have looked brilliant just to be able to add the tens of thousands and hundreds of thousands of people that we are touching most of whom are Virginians. The new and larger audiences are going to find ways to the museum. Mostly when the Pandemic is over, and that is going to be important. The Capital Campaign, I have already mentioned. We have not slowed down. Tom, thanks for all that you have done and your staff. They have been tremendous to carry us through and on the operating side. Remember we said we were going to have a 15% drop in income from contributed income. That did not materialize, and it has not materialized now through the first quarter and beyond of a FY21. People love us, and people want to support us. Our people are making it easy through the development operation to have that happen. So Tom, to all of your people, send them my thanks. We reopened flawlessly from another standpoint. We did it in a healthy, hygienic manner, and Kimberly created a committee called the Be Well Committee made up of staff from across the museum. This is in addition to our staff committees and our staff association, and they did a fantastic job building confidence among themselves, and across the staff in a time where we still do not have 100% confidence among anybody that you are not going to get sick just walking out the door. But here is the thing. We have had seven cases. One person got sick in March. They recovered. The other six cases that we have had on staff have all been traced to the outside, which means the staff is not bringing it in and transmitting it to staff. Neither are the volunteers, nor is our visitor population. We have now had a couple 100,000 people visit us since we reopened, so that is a pretty darn good record about being healthy. So Kimberly, we appreciate it. Thank you, because you know, everybody feels safe and that's quite frankly not just half the battle. Again Kimberly, the diversity, equity, and inclusion ramp up. Kudos. We quite frankly are leading the field, and it is not because of what we have been doing in the last eight months. It is because of what we have been doing for years. You know, we need to do more. We have a lot more to accomplish, a lot of obstacles to overcome, and I will just say, quite frankly, it will never be perfect nor will we ever be done. But we are diligent. We are relentless, and we are dedicated and that is what you'll see as an important addition to the strategic plan. And then, you know, the strategic plan. Caprice was on target to do all the things that she needed to do with staff and everyone else until the Pandemic. And, you know, here it is, we were going to plan on in-person meetings in May and June to approve a new 2025 plan, and we had to stop. We had to figure out what the world is going to look like. We had to stop to figure out if we were ever going to open. It is hard to remember back to March, but I got to tell you, I'm about to celebrate my 39th anniversary as a director of an art museum next month. And in 39 years I have never had any time, not a day, not a week, not a month, not a year that has been as stressful and as debilitating as those three months we had starting on March 13th. I got to tell you, our senior management, our managers, our staff, from housekeepers to security did what they needed to do to pull together, so that we could endure. Then reopen, and that if there is anything about FY20 I want to remember is that we did that, and we did it extremely well. And the strategic plan? Same thing. Caprice had to re-tool, so that we could push off as everybody knows until the end of the year. Which will be because we moved the December board meetings for the trustees to January. We are actually moving it all to

January just because it is going to be more convenient for our board members themselves. But there are a couple of other notables, so I am going to quickly tick off. The ability job fair that Kimberly and her staff put together. The first job fair that was based on people with ability challenges ever at not just any art museum in America, but any museum anywhere. We had 400 people. That by itself was extraordinary, and it seems Kimberly, like so long ago, but not do we just make history, but we had an impact on people's lives that most art museums cannot lay credit to. Michael and the curatorial department, I was sitting down and tallying it up, produced four major exhibitions that showed in Richmond; *Hopper, Awaken, Cosmologies, and Kamoinge*. All four of them homegrown, all four of them with major books, and three of the four traveling. If that was not enough, we published two other books and have two exhibits that have been traveling internationally. Of course, Monroe, I see him smiling because we opened in Qatar *The Great Schlumberger Collection*. Then in northern Italy in Padua, we brought Mr. Mellon's collections to the Palazzo Barberini International Museum, so we are finally getting recognition, but we are living up to that reputation. Even in this pandemic, we are living up to it by participating with our colleagues in China virtually, and we are all looking forward to the day that we can get back onto a plane and go to work with our colleagues on all of the things that we are working on. Kudos. Six books in a year. Six exhibitions in a year. Not only are we bringing the world to Virginia, we are bringing Virginia to the world. That is going to be our next motto. The amazing acquisitions. It would be remiss if I didn't put this probably first on the list, but we have so many good things to talk about. The Aaron Siskind Collection, 8,000 photographs that are coming to the museum. 4,000 of which we are actually going to give away, and we will tell you more about those plans as we develop them. The stir this caused in the museum field, not just in America, but across the world was unbelievable. And then you add to that, of course, *Rumors of War*. Again, who knew? But thank you, Michael for all the things that you and your curators are doing. Michael has done probably the most ecumenical job of any chief curator I have ever seen in balancing acquisitions. Especially where people have money to spend, usually gets hoarded, and there is not an allocation of equity. But you have got fifteen smiling curators, because you have made them all happy. And in the process built a collection that quite frankly is that much stronger across the board, and as Jim has mentioned, as we were meeting about this the other day, and making sure that is in the strategic plan pointed out as a point of pride and one of importance. I am going to close with two more personal reflections, one of which relates to the Pandemic and one that does not. Michael and I worked with Barry and Gretchen Singer, and by the way Jan, we still have to get this press announcement. We have had so many other things get in the way, but Barry and Gretchen Singer are two of the great dealers of photography from Petaluma, up in the Napa Valley, California have given us their photography library, 2,000 books. We have gone from maybe 30 to 60 in a heartbeat. And that was not easy. It was a long process and negotiation. They are busy down in the library working on that. So, Michael, thank you for all of that. It's been extraordinary. And to Stephen, I want to say, thank you. Stephen runs all of our collections related things. And so often the library gets overlooked, but all of the things that registration has been doing with processing the Aaron Siskind Collection, which is coming into the building and being processed. Those 2,000 books, and those are just 2,000 books. We have got another library from the Kertesz Foundation. Andre Kertesz, one of the photographers in my exhibition. That the Kertesz Foundation is looking at bringing archives and books to the museum, as well. And then the last one. I have tried to make the best use of my time where all of us had more evenings free, because we are not going out to dinners. We are not going to openings, and with that new found time is where I

have been working on my exhibition, *American, Born Hungary*. I started in 1994 folks and went back to full speed about eight years ago. Because of the Pandemic, I had time that I have been able to carve out, and I showed Michael a photograph back in March by one of the Hungarian American photographers. And I said, “We have got to get this Martin Munkasci.” Michael loved it. We acquired it, and I started writing. As of yesterday evening I have got 50,000 words done, 160 pages double-spaced. So my essay is now in its second edit. I am working on putting it in a format that I can send to our editors. The exhibit is not until 2023, but there is a huge, bright side to this Pandemic. All the good things that we have been able to enjoy that, despite all of the challenges and the things that we’re continuing to work on.

I am going to quickly turn to the next year, and I will say that if you think about all the comments I have made now reflecting on FY20 much of it is a continuation. In FY21, we are focusing on the collection, focusing on education and our outreach programs. Now that we are back on the road with our Artmobile. Distance learning less so, because until the schools are fully back, we have less demand on that. We have expanded it, and we are ready to go when they are. The publications, the exhibits that Michael and the curatorial team have lined up; *The Dirty South*. We have got the Great Natural Bridge Exhibition coming up and a number of others. Michael, by the way with the one that he is working on of Man Ray portrait photography. Then, of course, all the works that are being brought into the collection that Stephen and his people are processing. The strategic plan which we will finish coming up here in January. The BeWell Committee now pivoting to being safe long term, and once we have a vaccine, obviously figuring out how all that plays out. I will say not to discourage anyone, but we are doing scenario work and role playing “what if the Coronavirus comes back with a greater vengeance in Virginia?” We lived through it once. We think we know how to deal with it better the second time, and I am knocking on wood that we do not have to but I can tell you the team is probably more prepared than we were before. I think we did an amazingly good job, especially given the overall circumstances. And, of course, for us financial performance is imperative. Now that we are back in business on the Capital Campaign, and as Katie announced the \$125 million appropriation from the Commonwealth of Virginia, the largest in our history. We will now go after the money. That brings us up to the halfway point, about \$177 million in funding that we have already secured. The second half is always tougher than the first half, but we have a lot of people who love us and we really just started this Campaign. For the next two years as we continue in this silent phase, I have to say that we are positioned in a better place than maybe even I had imagined us to be at the beginning of FY21. Thanks to Tom and all of his people I think we are ready to meet the challenge, and of course the best news is the world is paying attention. Jan, as you have heard has talked about all the Kehinde Wiley news and all the other things, but we are finally getting the attention we deserve. That we have long earned, but even more so, today. I am happy to answer any questions about FY20 performance or about FY21 plans.

Jim Klaus: Alex, do you want to sort of reiterate what we talked about in our meeting yesterday about between yesterday and today the budget was signed and it's final? But we are probably not going to be sending out any sort of excited press releases that we've received? The reasoning behind that is that we are still in the silent phase. Can you talk a little bit about that?

Alex Nyerges: Absolutely. We talked about this at the Foundation Executive Committee meeting yesterday. We are in the Campaign silent phase, and technically we said we were going to be in the silent phase for three years. We are a year, not quite a year and a half into the Campaign, but we did have, basically six months' time being closed and reopening. We are really looking at probably three and a half years, but at the very least the next year and a half to two years, we will continue in a silent phase. We are not issuing any press releases about the \$125 million. Quite frankly, we are not going to be issuing many press releases. We are going to do that strategically for individual gifts, and we are working on that plan now. We do not want to draw too much attention to the fact that we have a \$365 million dollar Campaign underway. That is not something we want to publicize. Quite frankly, my rule of thumb is 80-90% of the money in before we go public with this Campaign. And I think we can do that, and I think we can do that in the next 12 to 18 months. So that the timing that we originally laid out for the silent phase, we can keep intact. And obviously meet the match, because the \$125 million is two to one match, two state dollars to one private dollar. We can do that. You know, there are a lot of people suffering, a lot of people out of jobs, a lot of people sick, and a lot of people dying. And although I would like to say that we are successful, particularly given the circumstances, it is not something we are going to crow about. I am hoping that a year and a half or two years from now, as the world is a much better place than it has been in 2020 we will be on top of the world.

Monroe Harris: Are there any other comments or questions for Alex? Very good. Well, Alex, great report, and at this point we are going to go into closed session to discuss your review. And so I move that the Executive and Governance Committee go into closed session to discuss the performance of a specific employee, particularly to discuss the director's annual goals and performance. The relevant exemption is Section 2.2-3711(A)(1) of the Code of Virginia. May I have a second?

Ken Johnson: Second.

Monroe Harris: That was Ken.

Ken Johnson: Yes.

Monroe Harris: All in favor?

Committee Members: Aye.

Monroe Harris: All opposed? No.

At 12:19pm the meeting went into closed session.

At 12:53pm the meeting resumed in open session.

Monroe Harris: To certify that the closed session just held was conducted in compliance with the Code of Virginia as set forth in the Certification Resolution distributed. May I have a second?

Jil Harris: Second.

Monroe Harris: Caprice, would you do the roll call?

Caprice Bragg: Yes, I can Monroe.

Roll call of the Board of Trustees Executive & Governance Committee meeting taken by Caprice Bragg. Full attendance listed in the meeting minutes.

Monroe Harris: All right. Ken, I think you had a comment?

Ken Johnson: I was asking, is anyone from the public online?

Caprice Bragg: No, no one from the public is online.

Ken Johnson: One suggestion for us to contemplate and think about outside what we just discussed, this is totally unrelated, but I am not sure if we thought about doing anything to honor Bill Royall beyond the museum. To acknowledge Bill, but even more important than that I want to make strong efforts to mend that relationship if at all possible. You know, and one has nothing to do with the other. I just think those two things is something that we need to work on in different ways. I think Bill was a tremendous support to the museum in so many different ways and too often things like that do not happen until twenty or thirty years later. I just think that one, and another person that I think that is deserving in some way, form of fashion would be Tom Ferrell for bringing their support to the museum over the past fifteen years. They have really stepped up over the past fifteen years and been advocate supporters, so just my two cents.

Monroe Harris: Those are good things, and I think we had planned on doing something for Bill. We got this whole COVID and got everything sidetracked, but yes. We need to get that back on the agenda.

Ken Johnson: Yeah, and I do not know with the Capital Campaign. I am not sure the expansion of what we are doing, but I think that sometimes people have already given enough to the museum that you acknowledge that in some way form or fashion, just my two cents. I just wanted to put that out there.

Monroe Harris: No. That's good commentary. I agree.

Jil Harris: I also agree. Sooner, rather than later, because you do not want to go on for a year or two or three before we acknowledge that.

Monroe Harris: No, you know, it would be nice to do it when we can all get back together, you know, hopefully within the next six months, maybe. We will see. Cindy. Are we good?

Cindy Norwood: Yes, sir.

Monroe Harris: Okay, good. Okay. Is there any other business. If there is no other business, then I move that we adjourn.

Ken Johnson: Second.

Monroe Harris: Then we are adjourned. Take care, everyone.

Meeting adjourned at 12:57pm.

Transcribed by: Stephanie Cooperstein
Executive Administrator to the Chief Strategy Officer and Deputy Director for
Strategic Planning, Board and Government Relations