

**Arizona Historical Society  
Executive Committee Meeting of the  
State Board of Directors  
Friday, October 13, 2017  
Yuma, Arizona**

**Committee Members Present**

George Flores, President, At-Large  
Voie Coy, Vice President, Northern Chapter  
Kelly Corsette, Treasurer, Central Chapter  
Gregory Scott, Secretary, Santa Cruz County

Thomas Foster, Eastern Chapter  
Bruce Gwynn, Rio Colorado Chapter  
Bill Ponder, Interim Executive Director, ex officio

**Other AHS Board Members Present**

Lorna Brooks, Yuma County  
Janice Bryson, At-Large  
Philip "Jeff" Horwitz, Southern Chapter

John Lacy, Pima County  
Richard Oldham, LaPaz County  
Michael Wade, Maricopa County

**Staff Members Present**

Bill Ponder, Interim Executive Director  
Valerie Shanahan, Executive Assistant  
Tawn Downs, Central Division Director  
Susan Irwin, Library & Archives Director

Yanna Kruse, Rio Colorado Division Director  
Bill Peterson, Northern Division Director  
Les Roe, Southern Division Director

**Actions taken at this meeting:**

- Gwynn moved to accept the consent agenda as presented, seconded by Coy. The motion passed unanimously.
- Scott moved, seconded by Coy, to accept and approve the AHS Board of Directors Work Priorities – 2018, and the AHS Executive Director Work Priorities – 2018 with amendments and additions as noted. The motion passed unanimously.
- Scott moved, seconded by Gwynn and Foster, to accept three items for deaccession: McKeever cartridge pouch, pen and watercolor, and tiny painting on textured board; and to adopt the AHS Collections Policy with the following amendment: Section of "Personal Collecting by AHS Staff" be expanded to include volunteers, board members and interns. The motion passed unanimously.

**Call to Order**

Flores called the meeting to order at 11:55 a.m.

**Roll Call**

Roll call was taken; Flores declared a quorum.

**Introductory Statements**

Ponder reported that he received positive feedback from Trista Guzman, AHS Policy Advisor of Governor Ducey's Office, who attended the AHS Board Meeting of August 11, 2017.

### **Introductions**

No members of the public were in attendance to be introduced.

### **Call to the Public**

No public comments were received.

### **President's Report**

Flores expressed appreciation for the hard work of the Interim Executive Director and AHS staff during transition since the retirement of the previous Executive Director.

Flores provided a detailed report regarding the process and timeline of hiring an Executive Director. The Executive Committee approved on October 12, 2017, entering into a contract with consultant, Bryan & Jordan Consulting, LLC, with the agreed upon fees: \$45,000 fee, not to exceed \$2,000 for advertising, and not to exceed \$7,000 for travel expenses. Though Flores's term expires in November 2017, he has offered to continue to lead the Executive Committee in the search process for a new Executive Director.

Board members have expressed a desire to purchase a retirement gift for former Executive Director, Anne Woosley. Board members who are able to donate funds toward a gift are asked to make payment to Coy.

Five AHS Board members' terms expire in 2017. Trista Guzman, Governor's Policy Advisor, has asked for assistance in recruiting applicants. It is noted that in the event a position is not appointed by the Governor, the expiring term member is automatically re-appointed until a permanent appointment is made, however if an expiring term member serves for one year following term expiration, that director then becomes prohibited for life from serving as a future AHS board member. Guzman indicated that appointments *may* be made by December 1, 2017.

AHS staff is accepting applications for the position of Publications Director. Initially, the applicant pool was limited so advertising for the position was expanded which yielded greater results. Interviews will soon commence.

### **Consent Agenda**

Gwynn moved to accept the consent agenda as presented, seconded by Coy. There being no discussion, the motion passed unanimously.

### 2017 AHS Board of Directors Work Priorities

Each of the 2017 AHS Board of Directors Work Priorities was reviewed and progress measured:

1. In the first quarter of 2017 revisit and review the number of AHS Board standing committees and the need for them. Voie Coy, Chair, along with John Lacy and Joe Abodeely to report to the Board at the March 17, 2017 Board meeting. Recommendation was made by the working group that the Board retain the following standing committees: Executive, Governance and Policy, Community Outreach, and Publications, with additional ad hoc committees appointed as needed. The AHS By-Laws will be amended at the appropriate time to reflect these changes. The working group further suggested that the Publications Committee continue to include non AHS Board members.

The Collections Committee was also retained as a standing committee.

2. In 2017 the AHS Board will hold five board meetings, one each in the following locations: Tempe, Miami, Kingman, Flagstaff and Yuma.

Achieved.

3. To best facilitate the work of the AHS Board, Board member attendance at AHS Board meetings must be in person and no conference call attendance will be allowed.

Achieved.

4. In the second quarter of 2017 the AHS Board will clarify the role of Chapter Boards. Kelly Corsette Chair, Voie Coy, Jeff Horwitz, Walter Lane, Tom Foster, Tom Rose, and Bruce Gwynn. Report to the Board May 12, 2017. The working group reported: "The purpose of clarifying the role of the Chapter boards is to reduce or eliminate the AHS administrative burden if the Chapter board is not needed, while recognizing that each chapter area is unique. It is discussed that retention of chapter boards should: Contain fewer members; meet less often (once per year, minimum); oversee 1107 funds; coordinate/communicate with the State Board; serve in relationship building roles with supporters; establish alliances with certified and affiliated museums; and provide support to AHS limited staff i.e. making lunch arrangements for AHS Board meetings etc."

Accurate as written. Must amend and adopt Chapter bylaws.

5. In 2017 the AHS Board will return to alternating the AHS Annual Meeting between Tucson and Tempe with the 2017 Annual Meeting being held in Tucson.

Achieved.

6. In 2017 the AHS Board will refine and better define the relationship between the AHS Board and the Friends of AHS Board. Bruce Gwynn, Chair, along with Bill Garbarino and John Lacy to report to the Board at the March 17, 2017 Board meeting. The working group reported and the following statement was adopted "The role of the Friends of AHS is to raise money for the Arizona Historical Society's special projects."

Achieved. Correct August 11, 2017, AHS Board minutes to reflect the above language.

7. In 2017 each AHS Board member commits to recruiting up to five new AHS members.

This goal will carry forward to 2018 for those directors who did not achieve in 2017.

8. AHS Board meetings will generally follow Robert's Rules of Order.

Achieved / ongoing.

9. In the second quarter of 2017 review the AHS By-Laws for the efficient operation of AHS Board business and adherence to election processes under the terms of the 2016 legislation that established a Governor-appointed Board. Voie Coy, Chair, along with John Lacy, Joe Abodeely, Bill Garbarino and Richard Shaw. Report to the Board May 12, 2017. A very defined by-laws compliant election process will occur at the AHS Annual meeting in Tucson. The AHS President will appoint a Nominating Committee to bring forth a slate of AHS Board Officer Candidates to the November AHS Annual meeting. Additional by-law changes for AHS Board efficiency and effectiveness will be brought forth to the Board at the Yuma AHS Board meeting.

The Board may recommend officers; recommendations may be received from the floor; election will follow procedures outlined in By-Laws. Votes are accepted only by those in attendance at the Annual Meeting.

Flores will appoint board members to the Nominations Committee.

10. In the second quarter of 2017 prepare a Board of Director Transition Plan schedule to identify potential new board members for consideration and possible appointment by the Governor. Michael Wade, Chair, Dolly Patterson and Tom Rose. Report to the Board May 12, 2017. The Transition Proposed Guidelines document was reviewed and approved.

Achieved.

11. At the August 11, 2017 Board meeting discuss the AHS Board member responsibilities relative to fundraising. The AHS Board concluded that the decision to give or get funds for AHS would be left up to individual Board members and that no Board member giving guidelines or requirements would be imposed by the AHS Board. If AHS Board members wish to make financial contributions to AHS, they are encouraged to do so.

There are no Board requirements for donating.

### **AHS Board of Directors Work Priorities – 2018 – DRAFT**

Each of the proposed 2018 AHS Board of Directors Work Priorities was reviewed and discussed:

1. In the first quarter of 2017 the Board reviewed the number of AHS Board standing committees and determined that the Board retain the following standing committees: Executive, Governance and Policy, Community Outreach and Publications and the ability to appoint ad hoc committees as needed. The AHS By-Laws need to be formally revised to reflect this decision by the second quarter of 2018.

Collections Committee was also retained as a standing committee.

2. In 2018 the AHS Board will hold five board meetings one each in the following locations: Tempe, Miami, Prescott or Wickenburg or Kingman, Flagstaff and Yuma.

Consensus to replace Tempe with Tucson; consensus to hold one board meeting in Prescott. Summary: Meet in Tucson, Miami, Prescott, Flagstaff and Yuma.

3. To best facilitate the work of the AHS Board, Board member attendance at AHS Board meetings must be in person and no conference call attendance will be allowed.

Video conferencing will be allowed in lieu of phone conferencing, as technology becomes available to AHS.

4. In the second quarter of 2018 the AHS Board will clarify its view of the type of organization we want to create and foster. That clarity will permit us to identify policies and actions necessary to achieve that vision and strengthen AHS.

This item will become a particular focus once a new Executive Director is hired. This item may best be achieved with a third party facilitator, possibly a former AHS board member. Consensus to change the goal from second quarter to third quarter of 2018 to allow a new Executive Director to become acclimated to AHS.

5. In 2017 the AHS Board returned to alternating the AHS Annual Meeting between Tucson and Tempe with the 2018 Annual meeting to be held in Phoenix.

The annual meeting is planned to be held in Tempe in 2018.

6. In 2018 the AHS Board will refine the relationship between the AHS Board and the Friends of AHS Board and ways they can be mutually supportive of each other. This item will be a specific Agenized topic in the second quarter of 2018.

Additional dialogue is encouraged.

7. In 2018 each AHS Board member commits to recruiting up to five new AHS members if they did not do so in 2017.

The Board collectively decided to recruit five new members. There was discussion regarding various board members' strategies for recruiting new members, including gifting memberships.

8. AHS Board meetings will generally follow Robert's Rules of Order.

Ongoing.

9. In the second quarter of 2018 further review the AHS By-Laws for the efficient operation of AHS Board business and to formally adopt recommended by-law changes proposed and approved by the Board in 2017 including reducing the posting requirements for AHS meetings to reflect and mirror image the State Open Meeting Law.

Per AHS By-Laws, ten (10) day posting requirement is not practical. Align with Arizona Open Meeting Laws requirements.

10. In the second quarter of 2018 review the approved Board of Director Transition Plan schedule to identify potential new board members for consideration and possible appointment by the Governor during 2018.

Ongoing.

11. In the first quarter of 2018 the AHS Board and AHS Senior staff will discuss the most serious risks faced by AHS, the likelihood of those risks and develop a plan by the end of the first quarter to prevent or mitigate those risks.

Consensus that dialogue should begin immediately, with absolute movement toward a plan upon the hiring of a new Executive Director.

12. In the second quarter of 2018 standardize the staff and Board reports to be submitted to the AHS Board so it is a timeless process not subject to change.

Implement standardization of reports.

Additionally, there was consensus that the Executive Director is responsible for presenting Sunset Audit results to the Board, annually, for information and for preparation purposes for the next audit.

### **Interim Executive Director's Report**

In addition to the Interim Executive Director's written report, there was discussion regarding membership survey results that Downs distributed. It was noted that survey results only are reported, interpretation has not yet been conducted or studied, and much additional work is required to guide the data.

There was discussion regarding an approach to recruit younger members to AHS, as industrywide age fifty seems to be the interest threshold for history. It was unanimously agreed that National History Day is crucial for attracting younger generations to history. Several suggestions were offered as avenues for attracting museum visitation, including Trip Advisor and visitors centers.

There was general agreement that an aggressive analysis of survey results is required, and that a professional marketer is required to properly advertise AHS.

### **Recess**

Flores recessed the meeting at 1:38 p.m.

Flores reconvened the meeting at 1:47 p.m.

### **AHS Executive Director Work Priorities – 2017**

Each of the 2017 AHS Executive Director Work Priorities was reviewed and progress measured:

1. Management
  - a. Staff is currently refining metrics that track operations and, therefore, measure the effectiveness of programs, activities, etc. This document should be operational and used by all AHS staff with the first compiled set of statistics available by the end of the first quarter of 2017.

Completed and ongoing. Metrics have provided staff with solid information from which to build; results will be better analyzed in the second year of data collection.

- b. Implement Cuseum technology in two AHS Museums in 2017. Implemented in the Northern Division and scheduled to be implemented in the Central Division in October 2017.

Achieved.

- c. Expand the National History Day Program in 2017 by increasing the number of school teachers involved in the program from 36 to 40. 40 school teachers were involved in this program this year.

Achieved.

- d. Proceed with the development of the AZ Story by working to raise funds necessary to initiate the project with the initial fund raising goal of \$50,000 in 2017. Friends of AHS have collected \$16,000 to date for this project.

\$16,000 of \$50,000 goal met.

- e. Participate in the January 8<sup>th</sup> Memorial Foundation Partnership and provide update reports to the AHS Board at their meetings. Ongoing AHS participation is occurring in this effort.

The January 8<sup>th</sup> Memorial Foundation has been asked by another foundation to submit a grant for AHS January 8<sup>th</sup> exhibits.

- f. Ensure that appropriate orientation and education is available to incoming Board members. Survey new Board members at the end of their orientation.

Completed and ongoing.

- g. Track progress of policy implementation for incorporation in a written quarterly report.

Completed and ongoing.

2. Money

- a. Develop a plan by the end of the second quarter of 2017 to increase revenues in 2017/18 with specific steps and benchmarks noted in the plan.

Completed and ongoing. Achieved benchmarks are updated in a working document.



- b. Increase income by 8% to 10% in 2017 in the cumulative categories of admissions, gift store sales, publications, donations and use fees.

Overall income increases were 7.9%.

- c. Operate within state appropriations and other income in 2017.

Achieved and ongoing.

### 3. Membership

- a. Develop a plan by the end of the first quarter of 2017 to increase membership in 2017/18 with specific steps and benchmarks noted in the plan.

Plan established; results require analysis.

- b. Increase total AHS membership in 2017 from 1,591 to 1,641.

Not achieved. Ongoing. Membership as of August 31, 2017 was 1,606.

Additional lengthy discussion ensued regarding increase of membership, including how to increase AHS social media presence. For instance, a board member is part of a Facebook group of 18,000 followers, perhaps AHS can become active in similar social media groups. It was also discussed that emphasis on membership may be premature and may be more beneficial at this time to seek parties interested in Arizona history, establish relationships and provide communication, and form a feeder group of parties who may likely become members at a later date. It was also commented that analyzing current membership, not increasing membership at this time, may behoove AHS as lead measures produce members.

### **AHS (Interim) Executive Director Work Priorities – 2018 - DRAFT**

Each of the proposed 2018 AHS (Interim) Executive Director Work Priorities was reviewed and discussed:

#### 1. Management

- a. In 2017 staff refined metrics that track operations and, therefore, measure the effectiveness of AHS programs, activities, etc. This document is operational and used by all AHS staff and will be reported to the AHS Board at every Board meeting.

Staff would like to incorporate the tracking of grant funds received.

- b. Implement Cuseum technology in two additional AHS Museums in 2018.

It is desired to evaluate the effectiveness and assess the results of Cuseum at the two already-implemented museums prior to investing the technology in the remaining two museums.

- c. Expand the National History Day Program in 2018 by increasing the number of school teachers involved in the program from 40 to 45.

Increase the number of teachers involved from 40 to 55.

- d. Proceed with the development of the AZ Story by working to raise funds necessary to initiate the project with the final fund raising goal of \$50,000 being achieved in 2018.

It may be premature to proceed with fundraising prior to establishing a plan. Statewide and local stories need to be developed, followed by fundraising to implement the project.

- e. Participate in the January 8<sup>th</sup> Memorial Foundation Partnership and provide update reports to the AHS Board at their meetings.

Ongoing.

- f. Ensure that appropriate orientation and education is available to incoming Board members. Survey new Board members at the end of their orientation.

Ongoing.

- g. Track progress of policy implementation for incorporation in a written quarterly report to be provided to the AHS Board at each Board meeting.

Ongoing.

- h. Present an oral report to the Board in the second quarter of 2018 on advertising that AHS has undertaken in the past whether in publications, direct mail, electronic advertising as well as any social media efforts undertaken and the results of those efforts.

This item would serve as a benchmark discussion link to membership.

There was consensus that the Executive Director will present a communications and marketing plan, with performance measures, to the Board.

2. Money

- a. Develop a plan by the end of the first quarter of 2018 to increase revenues in 2018/19 with specific steps and benchmarks noted in the plan.

In progress and ongoing.

- b. Increase income by 8% to 10% in 2018 in the cumulative categories of admissions, gift store sales, publications, donations and use fees.

Year over year increase of 8%-10% is very difficult. Revenue increases of 5%-8% are more realistic goals.

- c. Report in the second quarter of 2018 on which Museum gift stores have had the most success and the ability to replicate that success at other AHS Museums.

No noted amendments.

- d. Operate within state appropriations and other income in 2018.

In progress and ongoing. No noted amendments.

3. Membership

- a. Refine the plan by the end of the first quarter of 2018 to increase membership in 2018/19 with specific steps and benchmarks noted in the plan reflecting actions taken reflective of the member survey conducted in 2017. AHS Board to review results.

Plan is complete, being refined.

- b. Increase total AHS membership in 2018 from 1,591 to 1,650.

No noted amendments. Membership discussion occurred earlier in the meeting.

The following addition was requested to the AHS Executive Director Work Priorities – 2018 –  
DRAFT:

Evaluate the AHS license plate program and present recommendations to the Board by first quarter of 2018.

Scott moved, seconded by Coy, to accept and approve the AHS Board of Directors Work Priorities – 2018, and the AHS Executive Director Work Priorities – 2018 with the amendments and additions as noted. The motion passed unanimously.

**Recommendations of the AHS Library, Archives & Collections Committee**

Scott reported that the Library, Archives & Collections Committee recommends the deaccession of three items, and approval of the AHS Collections Policy.

Scott moved, seconded by Gwynn and Foster, to accept three items for deaccession: McKeever cartridge pouch; sketch, pen and watercolor; and tiny painting on textured board; and

To adopt the AHS Collections Policy with the following amendment: Section of “Personal Collecting by AHS Staff” be expanded to include volunteers, board members and interns.

The motion passed unanimously.

**Announcements and Other Matters for Consideration at Future Board Meetings**

Ponder provided a brief update regarding the Mining and Mineral Museum’s collections.

Ponder provided an update regarding the Caborca font. As approved by the AHS Executive Committee, Ponder is authorized to execute documents necessary to affect the loan of the Caborca font and aspersory to Mexico.

Flores thanked AHS board members for allowing him to lead the Board in 2017. He commented that AHS has many challenges ahead with a very strong Board to effectuate those challenges.

**Adjourn**

There being no further business, Flores adjourned the meeting at 2:52 p.m.

  
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Voie Coy, AHS President