

**Minutes of the Annual Meeting**  
**Board of Regents of Gunston Hall**

**October 6, 2012**

**OPENING SESSION**

First Regent, Mrs. Henry R. Raab, called the meeting to order at 9:00 AM.

**Roll Call:** Recording Secretary, Mrs. Marshall George Linn III

Mrs. Price Gripekoven, President, NSCDA  
 Ms. Laura Reynolds Towers, President, Virginia Society  
 Mrs. Henry R. Raab, First Regent  
 Mrs. James Irby Barganier  
 Mrs. William B. Blaylock  
 Mrs. William Allan Blodgett  
 Mrs. Dana Gibson Bowman  
 Mrs. Roger H. Box  
 Mrs. William H. Buchanan, Jr.  
 Mrs. Richard S. Cleary  
 Mrs. H. Bartholomew Cox  
 Mrs. Theodore Jack Craddock  
 Mrs. George Crockett - EXCUSED  
 Mrs. Steven Wayne Duff  
 Mrs. Robert B. Field, Jr.  
 Mrs. David L. Goodyear  
 Miss Jean Cameron Grainger  
 Mrs. Cary T. Grayson, Jr.  
 Mrs. Raymond Dale Hardesty  
 Mrs. John Mathews Harney, Jr.  
 Mrs. Harry Leonard Hatton  
 Mrs. Harry R. Hill, Jr.  
 Mrs. Steven A. Holland - RESIGNED  
 Mrs. Marshall Colville Hunt, Jr. - EXCUSED  
 Mrs. Rodney R. Ingham  
 Mrs. John A. Jenkins  
 Ms. Winafrid Avery Jenkins  
 Mrs. Michael van Doren Johnston - ABSENT  
 Mrs. Walker Kennedy, Jr. - EXCUSED  
 Mrs. John P. Kennedy - RESIGNED  
 Mrs. Todd S. Liebow  
 Mrs. Marshall George Linn III  
 Mrs. David Castello Loughlin  
 Mrs. Phillip Jewett Markert  
 Mrs. Frederick W. Martin  
 Mrs. Thomas Hooke McCallie III  
 Dr. Jean Gray McGinnis

**Former Regents:**

Mrs. V. Cassel Adamson, Jr.  
 Mrs. Joseph Robinson II - EXCUSED  
 Mrs. Peter I. C. Knowles II  
 Mrs. James Martin Macnish, Jr.-EXCUSED  
 Mrs. David M. Abshire

**Observers:**

Mrs. Morin Montagu Scott  
 Mrs. John P. Cooke  
 Mrs. Roberts Wyckoff Brokaw III  
 Mrs. John Heddens Kingston - ABSENT  
 Mrs. James Ward Riley, Jr.  
 Mrs. Jerry Wayne Wilcox  
 Mrs. Price Gripekoven  
 Mrs. Peter I. C. Knowles II

Mrs. Robert Andrew McMillan  
 Mrs. Hugh A. Merrill – EXCUSED  
 Mrs. Charles E. Millard, Jr.  
 Mrs. David Thomas Moody  
 Mrs. Richard Marshall Norton  
 Ms. Anne Elizabeth Orsi - RESIGNED  
 Mrs. Steele Bartley Osborn - EXCUSED  
 Mrs. William Anthony Peters III  
 Mrs. Henry Laurence Bee Ravenel  
 Mrs. Ronald Albert Snider  
 Mrs. John C. Stanley - RESIGNED  
 Mrs. Kate Lee Steele - RESIGNED  
 Mrs. Hugh McMaster Tarbutton - EXCUSED  
 Mrs. Benjamin Walter Taylor, Jr.  
 Mrs. John Van Allen  
 Mrs. Jonathan T. Walton

**Approval of the Minutes:** The minutes from the Semi-Annual Meeting were sent electronically and will be approved at the Closing Session.

**Remarks of the First Regent:** Mrs. Raab introduced Patrick Ladden, Interim Director, and thanked him for guiding Gunston Hall through this time of transition. Mrs. Raab informed the Board that the Gunston Hall staff has been invited to join us for our meetings and presentations for the entire weekend. It is wonderful to have all of you and we look forward to your input and comments.

**Report of the Vice-Regent:** Mrs. Duff  
 It is an honor to introduce the New Observers for 2012-2017. This is a very talented group of ladies who bring wonderful experiences in many areas and who will be great assets to our Board of Regents.

ARKANSAS:	Mrs. Morin Montagu Scott (Becky)
CONNECTICUT:	Mrs. John P. Cooke (Torrey)
DELAWARE:	Mrs. Roberts Wyckoff Brokaw III (Allison)
GEORGIA:	Mrs. John Heddens Kingston (Libby)
INDIANA:	Mrs. James Ward Riley, Jr. (Anne)
KANSAS:	Mrs. Jerry Wayne Wilcox (Ruth)
OREGON:	Mrs. Price Gripekoven (Hilary) Regent-at-large
VIRGINIA:	Mrs. Peter I. C. Knowles II (Brantley)

**Recess:** The meeting was recessed until Monday, October 8, 2012.

**Vision Presentation:** David Crosson was introduced along with the Search Committee and they led the Board through their presentation.

**CLOSING SESSION**

The Annual Meeting of the Board of Regents of Gunston Hall reconvened at 8:50 AM on Monday, October 8, 2012.

**Roll Call:** Mrs. William Anthony Peters III (for Mrs. Marshall George Linn III, Recording Secretary)

Mrs. Price Gripekoven, President, NSCDA  
 Ms. Laura Reynolds Towers, President, Virginia Society  
 Mrs. Henry R. Raab, First Regent  
 Mrs. James Irby Barganier  
 Mrs. William B. Blaylock  
 Mrs. William Allan Blodgett  
 Mrs. Dana Gibson Bowman - EXCUSED  
 Mrs. Roger H. Box  
 Mrs. William H. Buchanan, Jr. - EXCUSED  
 Mrs. Richard S. Cleary  
 Mrs. H. Bartholomew Cox  
 Mrs. Theodore Jack Craddock  
 Mrs. George Crockett – EXCUSED  
 Mrs. Steven Wayne Duff  
 Mrs. Robert B. Field, Jr.  
 Mrs. David L. Goodyear  
 Miss Jean Cameron Grainger  
 Mrs. Cary T. Grayson, Jr.  
 Mrs. Raymond Dale Hardesty  
 Mrs. John Mathews Harney, Jr.  
 Mrs. Harry Leonard Hatton  
 Mrs. Harry R. Hill, Jr.  
 Mrs. Steven A. Holland - RESIGNED  
 Mrs. Marshall Colville Hunt, Jr. - EXCUSED  
 Mrs. Rodney R. Ingham  
 Mrs. John A. Jenkins  
 Ms. Winafrid Avery Jenkins  
 Mrs. Michael van Doren Johnston - ABSENT  
 Mrs. Walker Kennedy, Jr. - EXCUSED  
 Mrs. John P. Kennedy - RESIGNED  
 Mrs. Todd S. Liebow  
 Mrs. Marshall George Linn III - EXCUSED  
 Mrs. David Castello Loughlin  
 Mrs. Phillip Jewett Markert  
 Mrs. Frederick W. Martin  
 Mrs. Thomas Hooke McCallie III  
 Dr. Jean Gray McGinnis  
 Mrs. Robert Andrew McMillan  
 Mrs. Hugh A. Merrill - EXCUSED  
 Mrs. Charles E. Millard, Jr.  
 Mrs. David Thomas Moody

**Former Regents:**

Mrs. V. Cassel Adamson, Jr. - EXCUSED  
 Mrs. Joseph Robinson II  
 Mrs. Peter I. C. Knowles II  
 Mrs. James Martin Macnish, Jr.-EXCUSED  
 Mrs. David M. Abshire

**Observers:**

Mrs. Morin Montagu Scott  
 Mrs. John P. Cooke  
 Mrs. Roberts Wyckoff Brokaw III  
 Mrs. John Heddens Kingston  
 Mrs. James Ward Riley, Jr.  
 Mrs. Jerry Wayne Wilcox  
 Mrs. Price Gripekoven  
 Mrs. Peter I. C. Knowles II

Mrs. Richard Marshall Norton  
 Mrs. Anne Elizabeth Orsi - RESIGNED  
 Mrs. Steele Bartley Osborn - EXCUSED  
 Mrs. William Anthony Peters III  
 Mrs. Henry Laurence Bee Ravenel  
 Mrs. Ronald Albert Snider  
 Mrs. John C. Stanley – RESIGNED  
 Mrs. Kate Lee Steele - RESIGNED  
 Mrs. Hugh McMaster Tarbutton - EXCUSED  
 Mrs. Benjamin Walter Taylor, Jr.  
 Mrs. John Van Allen  
 Mrs. Jonathan T. Walton

First Regent Raab opened the session by thanking Patrick Ladden, Interim Executive Director, for his excellent leadership at this time of transition.

**Treasurer: Mrs. Blaylock** reported that there are changes in the budget that will be reported later.

**Corresponding Secretary: Mrs. Peters** reported that, during the period of April through October 2012, notes were sent to:

Mrs. H. Bartholomew Cox with thanks for the cocktail party at her lovely home on the Potomac;  
 Mrs. Ellen Cline with thanks for sharing her home which was that of Ann Eilbeck, George Mason's mother;  
 Mr. John Peter Thompson with thanks for his talk about the history of Oxon Hill and its occupants;  
 Grant Westley, Park Ranger, with thanks for his charming guidance through Prince George County;  
 Ms. Priscilla Brewster upon the death of her mother;  
 Mrs. Marshall George Linn III upon the death of her father;  
 Mrs. Steven Wayne Duff upon the death of her mother; and  
 Mrs. David Thomas Moody upon the death of her sister.

**Nominating Committee: Mrs. Van Allen** (for Mrs. Merrill, Chairman) reported that in accordance with Article VII, Section 2, of the Bylaws of the Board of Regents of Gunston Hall Plantation, the names of the following nominees were presented from the Nominating Committee. There were no further nominations.

FIRST REGENT  
(to serve a three year term)

MRS. HENRY R. RAAB

VICE REGENT  
(to serve a one year unexpired term)

MRS. PRICE GRIPEKOVEN

ASSISTANT TREASURER  
(to serve a three year term)

MS. WINAFRID AVERY JENKINS

PROGRAM COUNCIL DIRECTOR  
(to serve a three year term)

MRS. RONALD ALBERT SNIDER

NOMINATING COMMITTEE  
(to serve a three year unexpired term)

MRS. WALKER KENNEDY. JR.

NOMINATING COMMITTEE  
(to serve a four year term)

MISS. JEAN CAMERON GRAINGER

It was **moved, seconded and passed** that this slate of officers for 2012 be accepted.

**Governance Committee: Mrs. Moody, Chairman**, reported that, at 2:00 PM on Sunday, October 7, 2012, the Governance Committee voted unanimously in favor of the following **motion**:

The Governance Committee recommends to the Board of Regents that the Executive Committee be authorized and directed to further examine the advisability of creating a private corporation called the Board of Regents of Gunston Hall, Incorporated, and, if the Executive Committee deems it advisable to do so, that it is authorized to file such articles of incorporation.

The **motion was seconded and passed with one abstention.**

**Search Committee: Mrs. Hill, Chairman**, reviewed what had been accomplished during the opening session on Saturday, October 6, 2012. She reported that the Search Committee had not realized a salary increase for the Executive Director would be a problem and, by August, 2012, they realized they would not be able to proceed until this issue was resolved with the Commonwealth of Virginia.

The Regents were asked to sign letters to both the Governor and the Commonwealth Finance Department asking for relief from the salary situation.

Mrs. Hill reported that Mark Whatford had done an exceptional job as Acting Director, administering Gunston Hall for the past 5 months. However, because we cannot proceed with our search at this time, and because Mr. Whatford has extensive responsibilities with his library and archive position, the Search Committee and the Executive Committee agreed in September to hire Patrick Ladden as the Interim Director until an Executive Director can be hired, possibly in June or July 2013.

She **moved** that we accept the following job description for the Executive Director position:

**GUNSTON HALL PLANTATION  
POSITION DESCRIPTION  
EXECUTIVE DIRECTOR**

The Executive Director is responsible for leading and managing Gunston Hall Plantation, the estate of George Mason, one of the founders of the American republic, author of the Virginia Declaration of Rights, and intellectual spirit behind the first ten amendments to the U.S. Constitution - the Bill of Rights. The Executive Director is responsible for all aspects of management and program development for Gunston Hall, including, but

not limited to, strategic vision and planning; budget development and management; personnel supervision and administration; educational and public program development and implementation; community and constituent relations; fund development; and relations with the Commonwealth of Virginia, partner agencies, and other governmental officials.

On 550 acres, Gunston Hall Plantation includes Mason's modest but elegant Georgian mansion, other historic and ancillary structures, extensive historical landscape, and a state of the art educational, research, collections, and administrative center. Gunston Hall is located at Mason's Neck on the Potomac River, just outside of Lorton, Virginia, and twelve miles south of Mt. Vernon. Gunston Hall operates an active archaeological program and maintains collections of archaeological materials, fine arts, and domestic and family artifacts, as well as an extensive archive and research collection on George Mason and his family. Alone and in partnership with others, the site hosts an extensive program of scholarly, educational, and public programs, activities, and events.

Gunston Hall Plantation is governed by a national Board of Regents, which also provides significant financial support. The Board of Regents is elected by The National Society of The Colonial Dames of America and confirmed by gubernatorial appointment. The operating budget currently is slightly over \$1 million, but has been as high as \$2 million. Employees have ranged from eight to twelve full-time and seven to twenty-two part-time over recent years. The Commonwealth of Virginia owns the site and provides annual support through legislative appropriation. The Executive Director reports directly to the First Regent.

### ***Duties***

- Lead the institution in shaping and expressing a vision of Gunston Hall as a valued and valuable local, Commonwealth, and national asset in understanding the contemporary meaning and implications of George Mason's contributions to individual liberty and constitutional government in Virginia and America.
- With the Board of Regents, and in concert with staff, appropriate Commonwealth agencies, and local communities and constituencies, establish and implement periodic strategic plans to accomplish the institutional vision through measurable outcomes and organizational accountability.
- Propose and manage the institutional budget, including Commonwealth of Virginia appropriations and special funds, as well as Regents' and other funds, to achieve annual goals and to provide for financial accountability and secure the long-term financial health of the organization.
- Design and oversee aggressive private fund development efforts, including capital and membership campaigns, annual giving, major gifts, and public and private grants, in order to meet institutional priorities and provide for long-term financial stability.
- Lead, inspire, and supervise staff and volunteers to meet the institution's goals.
- Supervise the development and implementation of programs and services that serve identified audiences, realize the full educational potential of Gunston Hall's resources, meet the highest professional standards, and achieve the strategic goals of the organization.
- Work with community advisors to aggressively expand the reach and impact of educational programs with contemporary audiences.
- Ensure that all historical resources are protected, conserved, cared for, and accurately interpreted in a variety of formats.
- Positively present and represent Gunston Hall with local communities and constituent groups, public officials and agencies, media representatives, professional organizations and colleagues, and others.

- Actively develop partnerships and collaborations with other organizations, constituent groups, and public agencies to help expand public service and meet institutional goals.
- Provide for the timely and orderly management of all public and private governance functions, and maintain a positive and productive relationship with the Board of Regents and the Commonwealth of Virginia.
- Perform other duties as assigned by the Board of Regents.

### ***Requirements***

#### **Education and Experience**

- Graduate-level degree in history, anthropology, historic preservation, museum studies, political science, or another field related to the mission and activities of Gunston Hall, preferred. Undergraduate degree in one of the above or related fields is acceptable with additional experience.
- Minimum of ten years of experience working in a cultural nonprofit organization or public agency, museum, or historic site, with progressive responsibility.
- At least three years of successful experience leading a similar organization or agency, or senior management level leadership of a unit of a larger organization or agency in which responsibilities included strategic planning, personnel supervision and evaluation, budget preparation and management, and program implementation.

#### **Knowledge, Understandings, Abilities, Experience, and Skills**

- Documented understanding of the roles and potential of history organizations and historical sites in contemporary society.
- Demonstrated appreciation of the requirements and roles of scholarship in historical interpretation, public programs, and education activities.
- Proven success in developing and managing nonprofit and/or governmental budgets to meet targeted goals.
- Supervisory knowledge of the principles of government and nonprofit accounting and financial management systems, including the basic concepts of fund accounting.
- Demonstrated success as a supervisor in organizing, motivating, leading, and managing paid and volunteer staff for results in a nonprofit organization and/or government agency.
- Documented success in setting, organizing, and meeting organizational fundraising goals in a competitive marketplace.
- Demonstrated success in conceiving and implementing creative public programs by working with and through others.
- Practical experience in establishing, measuring, and analyzing program goals and objectives.
- Proven success in presenting and representing a cultural organization or agency to funders, constituents and their communities, peer organizations, governing boards, public officials and agencies, and representatives of the press.
- Exemplary written and oral communication skills.
- Working knowledge of electronic information systems generally used in contemporary museums and nonprofit cultural organizations.

- Demonstrated awareness of, and proven ability to take advantage of, the opportunities that continually evolving digital technologies and social media offer for expanding the reach and impact of cultural organizations, history museums, and historic sites.

### **Preferred Characteristics**

- Ability to manage an organization successfully in a team environment of defined responsibilities, fluid boundaries, and mutual support.
- Ability to maintain balance and perspective in a frenetic and demanding work environment.
- High People Quotient (PQ)
- Energy, enthusiasm, and creativity.
- High ethical standards and sterling personal integrity.
- Passion for American history, combined with a talent for sharing it with a variety of audiences through innovative methodologies and formats.
- Working knowledge of 18<sup>th</sup> century American and Virginia history, especially as they relate to George Mason's life and contributions to American governance.

### **Specifications**

- Full-time
- Salary range \$100-125,000, dependent upon experience.
- Benefits: To be determined.
- Possible onsite residence, with a taxable rental value to be determined.

**The motion was passed with one abstention.**

Mrs. Hill **moved** that we accept the following Mission Statement:

#### **NEW MISSION STATEMENT**

To utilize fully the physical and scholarly resources of Gunston Hall to stimulate continuing public exploration of democratic ideals as first presented by George Mason in the 1776 *Virginia Declaration of Rights*.

**The motion was seconded and passed with one abstention.**

### **Former Regents Advisory Committee - Mrs. Knowles** (for Mrs. Abshire)

Mrs. Knowles reported that the Former Regents Advisory Committee will share a report later.

### **Adjournment**

Hearing no further business, First Regent Raab called for a motion to adjourn the meeting. The motion was made and carried at 9:45 AM.

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