

THE PHILLIPS --- COLLECTION

Board of Trustees Records

1920 - 2010

Finding Aid

**The Phillips Collection
Library and Archives
1600 21st Street NW
Washington D.C. 20009
www.phillipscollection.org**

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BOARD OF TRUSTEES RECORDS IN THE PHILLIPS COLLECTION ARCHIVES

INTRODUCTORY INFORMATION

Collection Title: *The Phillips Collection Board of Trustees Records*

Author/Creator: The Phillips Collection

Size: 21.5 linear feet; 52 document boxes

Bulk Dates: 1920-1958; 1980-2010

Inclusive Dates: 1920-2010

Repository: The Phillips Collection Archives

ABSTRACT

The Phillips Collection Board of Trustees Records (1920-2010) contain materials created and maintained by the Office of the Director, The Phillips Collection, documenting the interaction between the Office of the Director and The Phillips Collection Board of Trustees and its committees. Included are trustee biographies; correspondence and memorandums; meeting agendas and minutes; directives and resolutions; reports; financial data; and related materials.

INFORMATION FOR USERS OF THE COLLECTION

Restrictions: The collection contains restricted materials. Please contact Karen Schneider, Librarian, with any questions regarding access.

Handling Requirements: Oversized architectural drawings require handling with care.

Preferred Citation: The Phillips Collection Archives, Washington, D.C.

Publication and Reproduction Rights: The Board of Trustees Records are subject to all copyright laws. The museum holds literary rights only for materials created by personnel of The Phillips Collection or given to the museum with such rights specifically assigned. For all other material, literary rights, including copyright, belong to authors or their legal heirs and assigns. Researchers are responsible for obtaining permission from rights holders for publication and other purposes. See Karen Schneider, Librarian, for further information and to obtain required forms.

Custodial History and Acquisition Information: This collection is owned by The Phillips Collection, and was accessioned from the director's office between 2008 and 2012 in accordance with the museum's records schedule.

RELATED MATERIAL

The Phillips Collection Archives includes Duncan Phillips's correspondence, manuscripts, and journals as well as the correspondence of Marjorie Phillips and other staff members associated with the early years of the museum. The Archives also has a small amount of documentation dated from 1966 to 1975 concerning intermittent meetings of the Members and the Board of Trustees housed in the files of Elmira Bier (See: The Phillips Collection Records, Secretary / Executive Assistant to the Director – Record Group 2, Subseries 2.2.1). In addition, records of The Phillips Properties, Incorporated are also housed in The Phillips Collection Archives that include official minutes from meetings of the company's Board of Directors, and of the Stockholders, held from 1919-1967. The minutes mostly document financial matters of the corporation such as earnings statements; stock and bond sales, assignments, and transfers; securities; maturities of United States Treasury Certificates; and property assets and purchases.

The Council of The Phillips Collection, an advisory body to the Board of Trustees, was established in the late 1970s to begin outreach and fund-raising. Files of the Council do not form part of this record group, and are housed elsewhere.

Contact Karen Schneider, Librarian, regarding access.

The Phillips Collection Archives
1600 21st Street, N.W.
Washington, D.C. 20009
Phone: 202-387-2151
Email: <http://www.phillipscollection.org/research/archives/index.aspx>

In 1979, some of The Phillips Collection's original correspondence and gallery records were given to the Archives of American Art. The Phillips Collection Archives and the Archives of American Art have the microfilmed versions of these materials that are available to scholars.

Archives of American Art, Smithsonian Institution
Washington, D.C. Research Center
Mailing Address:
P.O. Box 37012
Victor Building, Suite 2200, MRC 937
Washington, D. C. 20013-7012
Phone: 202-633-79440
Email: <http://www.aaa.si.edu/>

PROCESSING AND DESCRIPTION INFORMATION

Date Processed: December 2011 - October 2012

Processed By: Colleen Hennessey, Archives Assistant, supervised by Karen Schneider, Librarian

Processing Notes: Records have been fully processed with metal fasteners removed, clippings and adhesive notes photocopied if necessary, and all documents re-housed into acid free folders. Approval was given by the librarian to weed a significant amount of duplicate documents (meeting minutes, agendas, and handouts), retaining those with hand-written annotations. Folder headings were maintained when possible. Portions of the folder contents were artificially arranged for ease of access and use. Oversized materials housed in the records remain folded within the files, including a 1984 rendering of the proposed Braque bird for the annex exterior (Fritchey file, box 3, folder 9) and numerous architectural drawing copies contained within folders of the Building and Grounds Committee (boxes 51-52). One non-print item is in the records, a diskette annotated as "Board Meeting / Collecting @ Phillips presentation," housed in a file for the board meeting of March 17, 2008.

Level of Description: Records are described at the folder level.

Finding Aid Written By: Colleen Hennessey, Archives Assistant, supervised by Karen Schneider, Librarian

HISTORICAL NOTE

The Phillips Memorial Art Gallery (renamed Phillips Memorial Gallery in 1923; The Phillips Gallery in 1948; and in 1961 The Phillips Collection, as it is now known) was incorporated by the District of Columbia on July 23, 1920, primarily to house a collection of works of art for exhibition purposes to which the public would have access, subject to reasonable rules and regulations established by the trustees. On that day, the gallery's incorporators and members, Duncan Phillips along with Bernard H. Fowle and Dwight Clark, held their first meeting to organize the corporation, adopt the by-laws, and nominate the corporation's first trustees. The by-laws mandated that the affairs and funds of the corporation be controlled and managed by a board of trustees (initially four trustees, each elected to the board by members of the corporation). The museum's first elected officers were: Duncan Phillips, President; Augustus Vincent Tack, Vice-President; Dwight Clark, Treasurer; and Bernard H. Fowle, Secretary.

In the year that followed, at the first annual board meeting held on February 16, 1921, Duncan Phillips presented the trustees with his and his mother's wishes for developing the memorial, outlining their tentative plan and purpose for the gallery. As part of the record of the meeting, Phillips put his remarks on paper and these were inserted with the minutes. It was also resolved that a "Committee on Scope and Plan" be created, to include the broad counsel of those in Phillips's judgment most eminently qualified as leaders of their professional calling to advise with him in shaping the educational policy of the Memorial. Among those invited to participate was Marjorie Acker, whom he married in the fall of 1921.

Duncan Phillips (1886-1966), was founder and director of the museum which began as a living memorial to his father and brother. When it opened to the public in 1921 with works exhibited in the Main Gallery of the Phillips family residence, the house was still occupied by Duncan, his wife Marjorie Acker, and Duncan's mother, Eliza Laughlin. The collection and its exhibition spaces expanded over the years, but the setting remained an intimate, comfortable museum in a residential neighborhood. Duncan served as the museum's director until his death in 1966, and served as corporation president and director of the trustees from 1920 to 1966. Although the number of trustees varied with the addition of a few close friends, the board remained a relatively small, mostly family affair. After her husband's death, Marjorie Acker Phillips (1894-1985) became director of the museum. She served as a trustee intermittently from 1922 to 1983, and was first elected a member of the corporation in 1925. Two other family individuals served as members and trustees of the board during Duncan's lifetime – his nephew Gifford Phillips, and his son Laughlin Phillips.

Laughlin Phillips (1924-2010), a founder of *Washingtonian* magazine, succeeded his mother Marjorie Phillips to become director of The Phillips Collection in 1972, a tenure that spanned two decades from 1972-1992. In the 1980s the museum underwent a period of intense growth and activity led by Laughlin Phillips, who oversaw the collection's remarkable transformation from a home filled with paintings to a professional museum. First elected as a trustee in 1948, he served as president and chairman of the Board of Trustees from 1966-2005, during which time he actively transformed the board. In 1982 the by-laws were amended to increase the number of trustees from five to nine, and three non-family members were elected, adding a new dimension to the board. By 1989 that number was enlarged to twenty-one trustees serving staggered terms. At Laughlin's suggestion the board's committee structure also evolved with newly formed committees to better serve the board, and in 1985 The Phillips Collection elected to accept the provisions of the District of Columbia Nonprofit Corporation Act.

These actions set in motion a progressive evolution of the Collection from that of a small family museum to a major publicly-supported institution directed by a self-perpetuating Board of Trustees. It prepared the way for a board that would expand and broaden during the tenures of the museum's subsequent directors – Charles S. Moffett (1992-1998); Jay Gates (1998-2008); and Dorothy Kosinski (2008-present).

SCOPE AND CONTENTS OF THE COLLECTION

Board of Trustees records in this collection document the governance and administrative activities of the trustees. Records consist primarily of meeting minutes of the museum's Board of Trustees, recorded for nearly a century from the time of the institution's incorporation in 1920 to 2010; and documentation of the board's various committee meetings held mostly from the late 1980s to the first decade of the twenty-first century. There are also files on individual trustees, and files containing by-laws and governance documents.

ARRANGEMENT OF THE COLLECTION

The collection is organized into four major series.

Series 1: Trustee Member Files, 1981-2005 (boxes 1-7)

Series 2: Board of Trustees By-laws and Governing Documents, 1977-2004 (boxes 8-9)

Series 3: Board of Trustees Minutes, 1920-2010 (boxes 10-26)

Series 4: Committee Records, 1921; 1982-2009 (boxes 27-52)

Box Inventory

Series I Trustee Member Files, 1932-2012

Series I files document the history of the Board of Trustees, with lists of (some) trustees that provide tenure dates, term lengths by class, the committees on which they served, and contact information. There are also files devoted to individual trustees, arranged alphabetically, that may contain: internal memorandums; correspondence; financial contribution documentation (including copies of checks and a summary of their giving history); biographical data; and printed material including obituaries, clippings, bulletins and press releases. The content of some letters regards ideas for reshaping the board to include more members (both national and international members) and significant donors in 1986.

In processing the files on individual trustees, any summaries of the member's giving history and biographical information have been placed in the front of the folder, followed by correspondence arranged chronologically. Within the folder on Law B. Watkins, there are important letters written by Watkins to Laughlin Phillips that express his views on the definition and growth of the Collection and the board's policy of deaccessions.

Box 1	Folder 1	Lists of Trustees, 1985-2006 and undated [restricted] (intermittent years; may include date of first election, occupation, and contact information)
	Folder 2	Lists of Officers (& Trustees), 1981; 1988-1991
	Folder 3	Lists of term lengths of Trustees by class, 1989-2002
	Folders 4-5	Lists of mailing addresses of Trustees, 1987-2002; 2005
	Folder 6	Lists of Trustees citing their committee memberships, 1998-1999 & undated
	Folders 7-8	Lists of Trustee committees citing their members, 1987-1995; 1998-2001
	Folder 9	Memorandums & charts of giving histories of Trustees, 1992-1999 & undated [restricted]
	Folder 10	Trustees gifts of magazine subscriptions, 2002
		Individual Board of Trustee Members
	Folder 11	James B. Adler, 1999; 2005 [restricted]
Folder 12	Samuel Alward, 1993; 2000-2001 [restricted]	
Folder 13	Robert Orville Anderson, 1982-1989 [restricted]	
Folder 14	Max N. Berry (and Heidi L. Berry), 1987-2002 [restricted]	
Box 2	Folder 1	Luther W. Brady, Jr., M.D., 2001-2010 [restricted]
	Folder 2	Carolyn Schwenker Brody, 1994-2003 [restricted]
	Folder 3	Donald A. Brown, 1986-2002 [restricted]
	Folder 4	Mabel "Muffie" H. Cabot (Mrs. Henry Brandon), 1992-2003 [restricted]

Individual Board of Trustee Members *cont'd.*

Box 2 <i>cont'd.</i>	Folder 5	Oliver T. Carr, Jr., 1984-1989 [restricted]
	Folder 6	John W. Chandler, 1997-2001 [restricted]
	Folder 7	Marion Oates "Oatsie" Charles (Mrs. Robert H. Charles), 1985-2004 [restricted]
	Folder 8	E. Taylor Chewning, Jr., 1997-2001 [restricted]
	Folder 9	William Christenberry, 2005 & undated [restricted]
	Folder 10	Michael Connors, 2000-2005 [restricted]
Box 3	Folder 1	Lloyd Norton Cutler, <i>Honorable</i> , 1982-2005 [restricted]
	Folder 2	Brian D. Dailey, <i>Dr.</i> , 2005 [restricted]
	Folder 3	John D. Deardourff, 1990 [restricted]
	Folder 4	Alan Maxwell Fern, 1989-2005 [restricted]
	Folder 5	Jonathan Fineberg, <i>Dr.</i> , 2005 [restricted]
	Folder 6	Gerald W. Fischer, <i>Dr.</i> , 2005 [restricted]
	Folder 7	James Fitzpatrick, 1991-1997 [restricted]
	Folder 8	Lynne D. Flexner, 1996-2004 [restricted]
	Folder 9	Mary Knowles "Polly" Fritchey (Mrs. Clayton Fritchey), 1985-2002 [restricted]
	Folder 10	Susan R. Gelman (Mrs. Michael C. Gelman), 1996-2004 [restricted]
	Folder 11	Leonard Gianadda, 2005 [restricted]
Folders 12-14	Hiroko Goh (Mrs. Yasuhiro Goh), 1988-2012 [restricted]	
Box 4	Folders 1-4	Yasuhiro Goh, 1988-1991 [restricted]
	Folder 5	Ronald H. (Hugh) Grierson, <i>Sir</i> , 1986-1996 [restricted]
	Folder 6	John Roderick Heller, III, 2000-2005 [restricted]
	Folder 7	Bonnie Himmelman, 1997-2005 [restricted]
	Folder 8	Margaret Stuart Hunter, 2005 & undated [restricted]
	Folder 9	Ann Dibble Jordan, 1989-2005 [restricted] (includes documents of her husband Vernon E. Jordon, Jr.)
Folder 10	Alexandra Kahn (Graubert), 1998-2005 [restricted]	
Box 5	Folder 1	Linda Lichtenberg Kaplan, 2001-2005 [restricted]
	Folder 2	Linda K. Knight, 1999-2002 [restricted]
	Folder 3	Cameron LaClair, 1997-2005 [restricted]
	Folder 4	Jonathan J. Ledecy, 1999-2005 [restricted]
	Folder 5	Katharine C. Lee, 1997-1999 [restricted]
	Folder 6	Marc E. Leland, 1992-2003 [restricted]
	Folder 7	Edward J. Lenkin, 1988-2002 [restricted]
	Folder 8	Caroline Morgan Macomber, 1992-2005 [restricted]
	Folder 9	Christopher James Makins, 1989-2001 [restricted]

Individual Board of Trustee Members *cont'd.*

Box 5 <i>cont'd.</i>	Folder 10	Henry A. Millon, 2001-2003 [restricted]
	Folder 11	Robert C. Nelson, 1997-2001 [restricted]
	Folder 12	William Cushing Paley, 1992-2001 [restricted]
	Folder 13	Gifford Phillips, 1997 & undated [restricted]
	Folder 14	Jennifer Stats Phillips (Mrs. Laughlin Phillips), 1986-2004 [restricted]
Box 6	Folders 1-3	Laughlin Phillips, 1966; 1981-2005 [restricted]
	Folder 4	Liza (Elizabeth Laughlin) Phillips, 1989-1997 [restricted]
	Folder 5	Sharon Percy Rockefeller, 1999-2005 [restricted]
	Folder 6	James S. Rosebush, 1999-2004 [restricted]
	Folder 7	Robert M. Rosenthal, 1985-2003 [restricted]
	Folder 8	Donald C. Roth, 2007 [restricted]
	Folder 9	Susan Rothenberg, 2006 [restricted]
	Folder 10	Thomas D. Rutherford, Jr., undated [restricted]
	Folder 11	Patricia Bennett Sagon, 1999-2005 [restricted]
	Folder 12	Victoria P. Sant, 1992-2005 [restricted]
	Folder 13	Caroline T. Simmons (Mrs. John Farr Simmons), 1986-2001 [restricted]
Box 7	Folder 1	Richard D. Simmons, 1982-1997 [restricted]
	Folder 2	David Wilton Steadman, 2005 & undated [restricted]
	Folder 3	Alice Phillips Swistel, 2005 & undated [restricted]
	Folder 4	Richard E. Thompson, 1997-2004 [restricted]
	Folders 5-6	Ladislaus von Hoffmann, 1994-2003 [restricted]
	Folder 7	George Vradenburg, III, 2005 & undated [restricted]
	Folder 8	Mallory Walker, 1997-2005 [restricted]
	Folder 9	Law Bradley Watkins, 1979; 1982-2001 [restricted]
	Folder 10	Thomas E. Wheeler, 1999 [restricted]
	Folder 11	John C. Whitehead, 1989-1997 [restricted]
	Folder 12	Ian Woodner, 1984-1990 [restricted]
	Folder 13	Alan L. Wurtzel, 1997-2005 [restricted]
	Folder 14	Leo E. Zickler, 2005 [restricted]

Series 2 Board of Trustees By-laws and Governing Documents, 1977-2004

Series 2 files document the official by-laws and approved policy documents of the Board of Trustees; and include the museum's articles of incorporation, earliest adopted mission statements; legal documents filed with the Internal Revenue Service and the District of Columbia; and the five-year plan of 1991. Also contained in Series 2 are printed source materials gathered in the late 1980s and 1990s concerning museum trustees in general and the formation of boards, along with correspondence between The Phillips Collection and the Museum Trustee Association.

Within Series 2, the amended articles of incorporation and by-laws form an incomplete run. To locate further related documentation, the user will also want to examine meeting minutes of the Members and the Board of Trustees housed within Series 3. There the museum's first by-laws created in 1920 are housed along with subsequent amendments (including amendments to the Articles of Incorporation) that appear sporadically within official meeting minutes.

		Governance resource materials
Box 8	Folder 1	American Association of Art Museum Directors (AAMD), brochure and governance survey findings, 1992-1994
	Folder 2	American Association of Museums (AAM), code of ethics brochure & education report, 1992-1994
	Folder 3	Museum Trustee Association (MTA), correspondence & related data, 1992-2000 and undated
	Folder 4	Various governance brochures, 1987-1992
	Folder 5	By-Laws of other institutions, 1976-1998
	Folder 6	General clippings, 1993 and undated
		Policy Guidelines
	Folder 7	"Policy Guidelines for Board of Trustees and Director" (draft?), undated (1987?)
	Folder 8	"Policy Guidelines for Collections Management," approved by the Board on June 10, 1985; amended on September 17, 1990
	Folder 9	"Policy Guidelines for Reproductions of Works of Art" (draft?), undated
	Folder 10	"Grant Procedures" policy guidelines, adopted by Board at their meeting of December 10, 1990
		Mission Statement
	Folder 11	Selected writings by Duncan Phillips (mostly photocopies) on plan & purpose of collection, 1921-1929 and undated
	Folder 12	Purposes of the Corporation, typescript (copy), undated
	Folder 13	Mission Statement, approved by Board on April 15, 1991
	Folder 14	Mission Statement, as amended, October 25, 1994

		Strategic Planning
		See <i>also</i> : Series 4.11, Planning Committee
Box 8 cont'd.	Folder 15	“Outline for Five-Year Plan of: Program and Support Goals and Objectives,” approved by the Board on April 15, 1991
		Successive name changes of the museum
		See <i>also</i> : Box 10, folders 13 & 55 for original certificates
	Folder 16	Certificate of change (photocopies), 1923-1961
		Articles of Incorporation and related documents
	Folder 17	Certificate of Incorporation of July 23, 1920 (copy – provided by the District of Columbia on March 8, 1985)
	Folder 18	Certification of Incorporation, as amended through March 26, 1973
	Folder 19	Private foundation classification 509(a) & 4942(j)(3) filed with IRS (photocopy), January 9, 1973
	Folder 20	Articles of Incorporation, as restated June 25, 1985; filed with the District of Columbia on June 28, 1985 (signed & sealed)
	Folder 21	Annual corporate reports (non-profit status) filed with District of Columbia (photocopies), 1986-1992
	Folder 22	Articles of Incorporation, as amended May 15, 1992; filed with the District of Columbia on May 19, 1992 (signed & sealed)
	Folder 23	Articles of Incorporation, as amended June 12, 2000; filed with the District of Columbia on July 14, 2000, and August 9, 2001 (signed & sealed)
Box 9		By-laws
	Folder 1	By-laws, as amended through April 18, 1977
	Folder 2	Letter regarding number of trustees on the Board, 1978
	Folder 3	By-laws, as amended through May 7, 1982
	Folder 4	By-laws, adopted by the Members on June 10, 1985
	Folder 5	By-laws, as amended February 12, 1987 (signed & sealed)
	Folder 6	By-laws, as amended April 30, 1988
	Folder 7	By-laws, as amended May 26, 1989
	Folder 8	By-laws, as amended December 11, 1989
	Folder 9	By-laws, as amended May 4, 1992
	Folder 10	By-laws, as amended December 13, 1994
	Folder 11	By-laws, as amended February 28, 1995
	Folder 12	By-laws, as amended May 16, 1995
	Folder 13	By-laws, as amended March 15, 1999
	Folder 14	By-laws, as amended June 11, 2001
	Folder 15	By-laws, as amended June 8, 2002
	Folder 16	By-laws, as amended September 23, 2002
	Folder 17	By-laws, as amended March 15, 2004

Series 3 Board of Trustees Meetings and Minutes, 1920-2010

Series 3 files document nearly a century of formal corporate procedure in the official minutes of the Board of Trustees, initially designated at the time of incorporation as four trustees (trustee numbers have been enlarged numerous times since 1920). Minutes of meetings of Members of the Corporation are also included, starting on July 23, 1920, when incorporating members of the Phillips Memorial Art Gallery, Duncan Phillips and his colleagues Bernard H. Fowle and Dwight Clark, first convened a meeting for the purpose of establishing and organizing the corporation and adopting the by-laws. Following that initial meeting, the Board of Trustees met for the first time. Thereafter, in the museum's early years, it became customary to hold a meeting of the trustees immediately after the meeting of members.

The most recent minutes currently in the Archives date from December 13, 2010. Many of the minutes, especially those that date after the early 1940s, become more descriptive of activities that took place in the gallery. Included are financial data, reports issued by various museum departments and offices, correspondence, visitor statistics, and object considerations. Among the important topics contained in these records, trustee meetings of October 23 and December 21, 1987, regard a deaccessioned Braque painting [*Music*] and the Katherine S. Dreier Fund. The frequency of minutes varies as trustees met monthly, annually, and occasionally unscheduled special meetings were called. Minutes from 1920 to 1958 were bound in one volume, and have been retained in their original order. All mailings to trustees have been placed in the folder of the nearest held trustee meeting. Minutes are arranged chronologically. Their content has never been formally indexed.

Box 10	Folder 1	Phillips Memorial Art Gallery, 1 volume: Binder (empty) entitled <i>Phillips Memorial Art Gallery</i> , 1v. (disbound & contents rehoused into folders 2-62)
	Folder 2	Certificate of Incorporation (two typescripts; signed & notarized), July 23, 1920
	Folder 3	By-Laws of Phillips Memorial Gallery, [1920]
	Folder 4	Incorporators and Members, first meeting, July 23, 1920
	Folder 5	Trustees, first meeting, July 23, 1920
	Folder 6	Members annual meeting, February 16, 1921
	Folder 7	Trustees annual meeting, February 16, 1921
	Folder 8	Members annual meeting, February 15, 1922
	Folder 9	Members annual meeting, February 21, 1923
	Folder 10	Trustees annual meeting, February 21, 1923
	Folder 11	Trustees special meeting, May 12, 1923
	Folder 12	Members special & adjourned annual meeting, May 12, 1923
	Folder 13	Trustees annual meeting, May 12, 1923 (with <i>Certificate of Change of Name of Phillips Memorial Gallery</i> , from DC's Office of the Recorder of Deeds)

Box 10 <i>cont'd.</i> Folder 14	Members annual meeting, February 20, 1924 Trustees annual meeting, February 20, 1924
Folder 15	Members annual meeting, February 18, 1925
Folder 16	Trustees annual meeting, February 18, 1925
Folder 17	Members annual meeting, February 17, 1926
Folder 18	Trustees annual meeting, February 17, 1926
Folder 19	Members special meeting, July 12, 1926
Folder 20	Members annual meeting, February 17, 1927
Folder 21	Trustees annual meeting, February 17, 1927
Folder 22	Members special meeting, May 27, 1927
Folder 23	Trustees special meeting, May 27, 1927
Folder 24	Members annual meeting, February 15, 1928
Folder 25	Trustees annual meeting, February 15, 1928
Folder 26	Trustees annual meeting, Feb. 20, 1929 & March 5, 1929 Members annual meeting, March 5, 1929
Folder 27	Members annual meeting, November 15, 1930 Trustees annual meeting, November 15, 1930
Folder 28	Trustees special meeting, June 20, 1932
Folder 29	Trustees annual meeting, January 8, 1936
Folder 30	Trustees special meeting, March 24, 1936
Folder 31	Members special meeting, June 17, 1936
Folder 32	Trustees special meeting, May 26/27, 1937
Folder 33	Members special meeting, June 11, 1937
Folder 34	Trustees special meeting, September 10, 1937
Folder 35	Members special meeting, November 17, 1937
Folder 36	Trustees special meeting, March 18, 1938
Folder 37	Trustees special meeting, June 30, 1939
Folder 38	Trustees special meetings, July 7 & 8, 1939
Folder 39	Members annual meeting, February 19 & 26, 1941
Folder 40	Trustees annual meeting, February 19 & 26, 1941
Folder 41	Trustees special meeting, June 13, 1941
Folder 42	Trustees special meeting, June 27, 1941
Folder 43	Trustees special meeting, September 27, 1941 (acquisition of property lots 7, 8, and 9, Square 2512)
Folder 44	Trustees special meeting, December 10, 1941
Folder 45	Members annual meeting, February 18, 1942
Folder 46	Trustees annual meeting, February 18, 1942
Folder 47	Trustees special meeting, June 1, 1942 (concerning employment of C. Law Watkins)
Folder 48	Trustees annual meeting, February 24, 1943
Folder 49	Trustees annual meeting, February 22, 1944
Folder 50	Trustees annual meeting, February 21, 1945
Folder 51	Trustees annual meeting, February 20, 1946
Folder 52	Trustees annual meeting, April 9, 1947

Box 10 cont'd.	Folder 53	Trustees annual meeting, February 11, 1948
	Folder 54	Trustees special meeting, June 12, 1948
	Folder 55	Trustees consent to change gallery name to: The Phillips Gallery, Oct. 14, 1948 (includes <i>Certificate of Change of Name of Phillips Memorial Gallery</i> , signed & corporate seal)
	Folder 56	Trustees annual meeting, February 12, 1949
	Folder 57	Trustees annual meeting, January 11, 1950
	Folder 58	Trustees annual meeting, January 8, 1953 (approval for transfer of paintings by gift & exchange)
	Folder 59	Trustees special meeting, April 11, 1956
	Folder 60	Trustees special meeting, November 19, 1957 (acceptance of Maurice Sterne painting from NCFA)
	Folder 61	Trustees special meeting, November 12, 1958 (plans to demolish 1612, 1614, 1616 21 st Street, NW)
	Folder 62	Trustees special meeting, December 22, 1958 (resolution to sell Gallery stocks to The Phillips Properties, Inc., to facilitate proposed new building; city approval for an alley bridge to gallery addition)
		End of volume contents
	Folder 63	Trustees meeting, December 27, 1962 (resignation of Minnie H. Byers)

**Official Meetings of the Board of Trustees
(and Members of The Phillips Gallery corporation)**

Box 11	Folder 1	Early efforts to index Board meeting minutes, 1989
	Folder 2	Lists of scheduled meeting dates (intermittent; may include selected committees), 1994-2006
	Folder 3	Trustees annual meeting, March 16, 1973
	Folder 4	Trustees annual meeting, April 12, 1974
	Folder 5	Members special meeting, March 13, 1980
	Folder 6	Members annual meeting, April 17, 1980
	Folder 7	Trustees annual meeting, April 17, 1980
	Folder 8	Trustees special meeting, February 13, 1981
	Folder 9	Members annual meeting, May 22, 1981
	Folder 10	Trustees annual meeting, May 22, 1981
	Folder 11	Trustees special meeting, January 22, 1982
	Folder 12	Members annual meeting, May 7, 1982
	Folder 13	Trustees annual meeting, May 7, 1982
	Folder 14	Members special meeting, December 2, 1982
	Folder 15	Trustees special meeting, December 2, 1982
	Folder 16	Members annual meeting, March 11, 1983
	Folder 17	Trustees annual meeting, March 11, 1983
	Folder 18	Trustees special meeting, April 13, 1983
	Folder 19	Members annual meeting, November 4, 1983

Box 11 <i>cont'd.</i>	Folder 20	Trustees annual meeting, November 4, 1983
	Folder 21	Members annual meeting, May 2, 1984
	Folder 22	Trustees annual meeting, May 2, 1984
	Folder 23	Trustees special meeting, July 19, 1984
	Folder 24	Trustees special meeting, October 25, 1984
	Folder 25	Trustees special meeting, December 6, 1984
Box 12	Folder 1	Trustees special meeting, January 10, 1985
	Folder 2	Trustees special meeting, March 26, 1985
	Folder 3	Members annual meeting, June 10, 1985
	Folder 4	Trustees annual meeting, June 10, 1985
	Folder 5	Trustees special meeting, September 30, 1985 (resolved that works in summary catalogue be made a part of permanent collection)
	Folder 6	Trustees special meeting, December 9, 1985
	Folders 7-8	Trustees special meeting, January 20, 1986
Box 13	Folder 1	Trustees special meeting, March 10, 1986
	Folder 2	Members annual meeting, June 9, 1986
	Folder 3	Trustees annual meeting, June 9, 1986
	Folder 4	Trustees regular meeting, September 15, 1986
	Folder 5	Trustees special meeting, October 15, 1986
	Folder 6	Trustees regular meeting, December 15, 1986
	Folder 7	Trustees special meeting, February 11, 1987
	Folder 8	Members action without a meeting, February 12, 1987
	Folder 9	Trustees regular meeting, March 16, 1987
	Folder 10	Members annual meeting, May 28, 1987
	Folder 11	Trustees annual meeting, May 28, 1987
	Folder 12	Trustees regular meeting, September 21, 1987
Box 14	Folder 1	Members action without a meeting, September 24, 1987
	Folders 2-3	Trustees special meeting, October 23, 1987 (Braque painting deaccession; Katherine S. Dreier Fund)
	Folder 4	Trustees regular meeting, December 21, 1987
	Folder 5	Trustees regular meeting, March 30, 1988
	Folder 6	Members action without a meeting, April 30, 1988 (amendment of the by-laws; defining The Council)
	Folder 7	Members annual meeting, June 15, 1988
	Folder 8	Trustees annual meeting, June 20, 1988
	Folder 9	Members action without a meeting, September 15, 1988 (election of trustee Yasuhiro Goh)
	Folder 10	Trustees regular meeting, September 19, 1988
	Folder 11	Trustees notice (Sovran Bank acct.), December 7, 1988

- Box 14** *cont'd.* Folder 12 Members action without a meeting, December 16, 1988
(election of trustee Ian Woodner)
Folders 13-14 Trustees regular meeting, December 19, 1988
- Box 15** Folder 1 Trustees regular meeting, March 20, 1989
Folder 2 Members action without a meeting, March 25, 1989
(election of trustee John C. Whitehead)
Folder 3 Trustees notice (Merrill Lynch...acct.), May 11, 1989
Folder 4 Members action without a meeting, May 26, 1989
(amendment of the by-laws)
Folder 5 Trustees annual meeting, June 19, 1989
Folder 6 Trustees regular meeting, September 18, 1989
Folder 7 Trustees mailing (Lowell Nesbitt will), November 14, 1989
Folder 8 Trustees regular meeting, December 11, 1989
Folder 9 Trustees regular meeting, March 19, 1990
(includes printed ten-year report)
- Box 16** Folder 1 Trustees annual meeting, June 18, 1990
Folder 2 Trustees regular meeting, September 17, 1990
Folder 3 Trustees regular meeting, December 10, 1990
Folder 4 Trustees regular meeting, April 15, 1991
Folder 5 Trustees annual meeting, June 3, 1991
Folder 6 Trustees regular meeting, October 28, 1991
Folder 7 Trustees annual meeting, January 27, 1992
Folder 8 Members action without a meeting, January 27, 1992
(election of member Gifford Phillips)
Folder 9 Members annual meeting, March 23, 1992
Folder 10 Trustees annual meeting, May 4 and 6, 1992
- Box 17** Folder 1 Members unanimous consent (signed), May 6, 1992
(amendments of Articles of Incorporation)
Folder 2 Trustees regular meeting, October 26, 1992
Folder 3 Trustees regular meeting, January 25, 1993
Folder 4 Trustees annual meeting, May 3, 1993
Folder 5 Trustees regular meeting, October 25, 1993
Folder 6 Trustees regular meeting, February 15, 1994
Folder 7 Trustees annual meeting, May 24, 1994
Folder 8 Trustees regular meeting, October 25, 1994
- Box 18** Folder 1 Members action without a meeting, December 13, 1994
(election of member Liza Phillips)
Folder 2 Trustees special meeting, December 13, 1994
Folder 3 Trustees regular meeting, February 28, 1995
Folder 4 Trustees annual meeting, May 16, 1995

Box 18 <i>cont'd.</i>	Folder 5	Trustees regular meeting, October 30, 1995
	Folder 6	Trustees regular meeting, February 26, 1996
	Folder 7	Members annual meeting, May 13, 1996
	Folder 8	Trustees annual meeting, May 13, 1996
	Folder 9	Trustees regular meeting, October 28, 1996
	Folder 10	Trustees special meeting, December 16, 1996
Box 19	Folder 1	Trustees regular meeting, February 24, 1997
	Folder 2	Trustees annual meeting, June 9, 1997
	Folder 3	Trustees regular meeting, October 20, 1997
	Folder 4	Members annual meeting, December 15, 1997
	Folder 5	Trustees regular meeting, December 15, 1997
	Folder 6	Trustees regular meeting, March 16, 1998 (includes ethics policy for Phillips Collection trustees)
	Folder 7	Trustees special meeting, May 11, 1998 (resolution to offer Jay Gates appointment as director)
	Folder 8	Trustees annual meeting, June 8, 1998
	Folder 9	Trustees regular meeting, October 19, 1998
Box 20	Folder 1	Trustees regular meeting, December 14, 1998
	Folder 2	Trustees regular meeting, March 15, 1999
	Folder 3	Trustees retreat and annual meeting, June 6 & 7, 1999 (contains significant amendments to the By-Laws) See <i>also</i> : Planning Committee, Strategic Plan, box 47
	Folder 4	Trustees regular meeting, October 18, 1999
	Folder 5	Trustees regular meeting, December 6, 1999
	Folder 6	Members consent (signed), February 16, 2000 (election of members John Elderfield, Alice Phillips Swistel, & Robert Cafritz)
	Folder 7	Trustees regular meeting, March 6, 2000
	Folder 8	Members annual meeting, April 26, 2000
	Folder 9	Trustees regular meeting, June 12, 2000
Box 21	Folder 1	Trustees regular meeting, October 23, 2000
	Folder 2	Trustees regular meeting, December 4, 2000
	Folder 3	Trustees regular meeting, March 5, 2001
	Folder 4	Members annual meeting, May 2, 2001
	Folder 5	Trustees annual meeting, June 11, 2001
	Folder 6	Trustees regular meeting, October 29, 2001
	Folder 7	Trustees regular meeting, December 10, 2001
	Folder 8	Trustees regular meeting, March 18, 2002
Box 22	Folder 1	Trustees annual meeting, June 8, 2002

Box 22 <i>cont'd.</i>	Folder 2	Trustees regular meeting, September 23, 2002 (includes report on interviews with trustees)
	Folder 3	Trustees regular meeting, December 16, 2002
	Folder 4	Trustees regular meeting, March 3, 2003
	Folder 5	Trustees annual meeting & retreat, May 31, 2003
	Folder 6	Trustees regular meeting, September 8, 2003
	Folder 7	Trustees regular meeting, December 15, 2003
Box 23	Folder 1	Trustees retreat & regular meeting, March 14-15, 2004
	Folder 2	Trustees regular meeting, June 7, 2004
	Folder 3	Trustees regular meeting, September 13, 2004
	Folder 4	Trustees regular meeting, December 6, 2004 (includes confidential expectations of trustees; and an outline on legal issues regarding deaccessions)
	Folder 5	Trustees regular meeting, March 28, 2005
	Folder 6	Trustees annual meeting, June 20, 2005
	Folder 7	Trustees regular meeting, September 19, 2005
Box 24	Folder 1	Trustees regular meeting, December 12, 2005
	Folder 2	Trustees regular meeting, March 6, 2006
	Folder 3	Trustees annual meeting, June 19, 2006 (includes revised list of assumed trustees 2006-2013)
	Folder 4	Trustees regular meeting, September 11, 2006
	Folder 5	Trustees retreat, October 5, 2006
	Folder 6	Trustees regular meeting, December 11, 2006
Box 25	Folder 1	Trustees regular meeting, March 12, 2007
	Folder 2	Members annual meeting, May 24, 2007
	Folder 4	Trustees annual meeting, June 4, 2007 (contains authorization of signatories for The Phillips)
	Folder 4	Trustees regular meeting, September 17, 2007
	Folder 5	Trustees regular meeting, December 17, 2007
	Folder 6	Trustees regular meeting, March 17, 2008
Box 26	Folder 1	Trustees annual meeting, May 19, 2008
	Folder 2	Trustees regular meeting, September 22, 2008
	Folder 3	Trustees regular meeting, December 8, 2008
	Folder 4	Trustees regular meeting and retreat, March 22-23, 2009
	Folder 5	Trustees annual meeting, June 15, 2009
	Folder 6	Trustees annual meeting, June 21, 2010
	Folder 7	Trustees regular meeting, September 20, 2010 (includes minutes of Members meeting of April 22, 2010)
	Folder 8	Trustees regular meeting, December 13, 2010

Series 4 Board of Trustees Committees and Working Groups, 1921; 1986-2010

From the earliest days of the museum's founding, committees have been established to monitor the Collection operations on behalf of the board, be alert for trends and situations which may require the board to make new policy decisions, provide advice to the director and staff members, and help the board to support management. In 1921, the Committee on Scope and Plan was the first committee adopted by the Board of Trustees, created to assist in the initial planning for The Phillips Memorial Art Gallery, and since then, board committees have continued to perform a vital role for the museum.

Series 4 includes a small amount of information about the Committee on Scope and Plan, but mostly regards committees active since the late 1980s, when Director Laughlin Phillips worked to expand and invigorate the board, giving new direction and support to The Phillips Collection. Some of the board's standing committees have been established in the by-laws and others by resolution of the board, with compositions of one or more trustees. In addition, there have been ad hoc subcommittees and time-limited task forces formed to handle special projects, sometimes composed with non-trustees appointed as members.

It may be helpful for the user to note that documentation on a particular topic is frequently found in contemporaneous records of both committee meetings and board meetings. Thus, analysis of a financial matter may be covered in a board meeting, as well as the Finance and Audit Committees, or similarly, art acquisitions may be a topic of discussion at both a board meeting and with the Arts Committee. Cross-checking is advised.

Series 4 is organized into eighteen subseries:

- 4.1: Committee on Scope and Plan
- 4.2: Executive Committee
- 4.3: Nominating Committee
- 4.4: Trusteeship Committee
- 4.5: Articles of Incorporation Committee
- 4.6: Consultative Committee
- 4.7: Finance Committee
- 4.8: Audit Committee
- 4.9: Development Committee
- 4.10: Public Affairs Committee
- 4.11: Planning Committee
- 4.12: Campaign Planning Committee
- 4.13: Search Committee
- 4.14: Arts Committee
- 4.15: Education Committee
- 4.16: Center Committee
- 4.17: Building and Grounds Committee
- 4.18: Space Task Force

Subseries 4.1 Committee on Scope and Plan, 1921

Subseries 4.1 files document the Committee on Scope and Plan, and its seven subcommittees:

- Committee on Publications
- Committee on Choice of Architecture
- Committee on Memorial Donations
- Committee on Additional Financial Resources
- Committee on Art Library
- Committee on Interior Decoration
- Committee on Drama, Music and Lectures

The first committee created by the Board of Trustees was the Committee on Scope and Plan, adopted at their annual meeting of February 16, 1921, after Duncan Phillips expressed his interest in having this general committee formed to exchange ideas and make suggestions for the development of the Memorial with reports and recommendations to the trustees. Phillips was appointed Chairman and August Vincent Tack as Vice Chairman of the committee to serve for one year. A letter was subsequently sent to twenty individuals who were close friends of Duncan Phillips who were also prominent specialists in their respective fields, for election to serve on the committee. The first meeting of the Committee on Scope and Plan took place on December 12, 1921, in New York City at the Coffee House Club.

Subcommittees were proposed, responsible for publications, architecture, memorial donations, financial resources, library, interior decoration, drama, music, and lectures. A statement was read at the Members annual meeting held on February 15, 1922: “On Saturday evening, November 19, 1921, an informal discussion of the plans for the development of the Memorial took place at Mr. Phillips’ residence. Mr. Phillips suggested the desirability of appointing subcommittees of the general committee to make special study of different phases of the work to be accomplished and to ask those subcommittees to make suggestion from time to time for forwarding the work.” The typescripts herein document the proposed functions of the general committee and each of its sub-committees and their assigned members. The exact active period of the committee’s work has not been determined, and no further documentation on the Committee of Scope and Plan is found within this record group.

		Typescripts (photocopies), Duncan Phillips’s written plans for committee work [dated after Nov. 19, 1921; 1922?]:
Box 27	Folder 1	Committee on Scope & Plan; –Committee on Publications
	Folder 2	–Committee on Choice of Architecture
	Folder 3	–Committee on Memorial Donations [of art]
	Folder 4	–Committee on Additional Financial Resources
	Folder 5	–Committee on Art Library
	Folder 6	–Committee on Interior Decoration
	Folder 7	–Committee on Drama, Music and Lectures

Subseries 4.2 Executive Committee Meetings and Minutes, 1989-2008

Subseries 4.2 files document the official meetings of the Executive Committee of the Board of Trustees, one of two committees in view of their importance (the other being the Trusteeship Committee – formerly the Nominating Committee), that are established in the by-laws. Within subseries 4.2 there are also minutes of occasional joint meetings of the Executive and Finance, Trusteeship, and Arts Committees.

On March 20, 1989, during a regular meeting of the board, Chairman Laughlin Phillips proposed three new committees – Executive, Nominating, and Development – an addition to the four existing committees of the board – Finance (formerly Management and Finance), Audit, Building and Grounds, and Arts. By an action of the Members taken on May 26, 1989, the by-laws (Section 6.1) were amended to adopt and define the Executive Committee of the Board of Trustees.

The Executive Committee, between meetings of the Board of Trustees, exercises the power and authority of the board for supervision and direction of the property, affairs, business, and activities of the Collection and may authorize the seal of the Collection to be affixed to papers that require it. The committee is composed of the Chairman of the Board, the President, other principal officers (if they are trustees), and at least three other trustees appointed by the Board Chairman. A subcommittee established by the Executive Committee annually drafts a performance evaluation of the Director, which is finalized for delivery by the full Executive Committee. The Executive Committee continues to operate as a standing committee.

Box 27 <i>cont'd.</i> Folder 8	Executive Committee action taken, November 1-2, 1989 (fine arts insurance)
Folder 9	Executive Committee, 1990 budget, February 16, 1990
Folder 10	Executive Committee action taken, April 30-May 1, 1990 (loan approval of Cezanne's <i>Mte Sainte Victoire</i>)
Folder 11	Executive Committee meeting, October 29, 1990
Folder 12	Executive Committee action taken, March 20-28, 1991 (establishment of permanent endowment – NEA)
Folder 13	Executive Committee action taken, April 3-10, 1991 (loan approval of Eakins' <i>Amelia Van Buren</i>)
Folder 14	Executive and Finance Committees joint meeting, November 25, 1991
Folder 15	Executive Committee action taken, December 9, 1991 (decision to retain search firm)
Folder 16	Executive Committee resolution, February 14, 1992 (adoption of a 403(b) employee retirement plan; & consent signed December 1991)
Folder 17	Executive Committee action taken, October 14, 1992 (repayment of Industrial Revenue Bond)

Box 27 <i>cont'd.</i>	Folder 18	Executive and Finance Committees joint meeting, December 17, 1992
	Folder 19	Executive Committee action taken, July 9-26, 1993 (Rider 9 & Amendment I of 401(a) retirement plan)
	Folder 20	Executive and Finance Committees joint meeting, November 30, 1993
	Folder 21	Executive & Arts Committees action taken, December 20 1993-January 6, 1994 (accession approval, Diebenkorn)
	Folder 22	Executive Committee action taken, March 29, 1994 (election of new Council members)
	Folder 23	Executive Committee correspondence, 1994-1995 (Gould Foundation grant / <i>Americans in Paris</i> exhibit)
Box 28	Folder 1	Executive Committee action taken, April 25, 1995 (election of new Council Chairman & members)
	Folder 2	Executive and Finance Committees joint meeting, December 14, 1995
	Folder 3	Executive Committee correspondence, 1997 (Museum Bus program)
	Folder 4	Executive Committee meeting, July 21, 1998
	Folder 5	Executive Committee meeting, September 8, 1998
	Folder 6	Executive Committee meeting, November 10, 1998
	Folder 7	Executive Committee meeting, January 12, 1999
	Folder 8	Executive Committee meeting, February 16, 1999
	Folder 9	Executive Committee meeting, March 1, 1999
	Folder 10	Executive Committee meeting, April 20, 1999
	Folder 11	Executive Committee meeting, June 15, 1999
	Folder 12	Executive Committee meeting, July 20, 1999
	Folder 13	Executive Committee meeting, August 17, 1999
	Folder 14	Executive Committee meeting, September 21, 1999
	Folder 15	Executive Committee meeting, October 12, 1999
	Folder 16	Executive Committee meeting, November 16, 1999
	Folder 17	Executive Committee meeting, January 18, 2000
	Folder 18	Executive & Trusteeship Committees joint meeting, February 15, 2000
	Folder 19	Executive & Trusteeship Committees joint meeting, March 29, 2000
	Folder 20	Executive & Trusteeship Committees joint meeting, May 16, 2000
	Folder 21	Executive Committee meeting, July 18, 2000
	Folder 22	Executive Committee meeting, September 19, 2000
	Folder 23	Executive Committee special meeting, October 5, 2000
	Folder 24	Executive Committee meeting, November 14, 2000
	Folder 25	Executive Committee meeting, January 16, 2001

Box 28 <i>cont'd.</i>	Folder 26	Executive Committee meeting, February 20, 2001
	Folder 27	Executive Committee meeting, April 17, 2001
Box 29	Folder 1	Executive Committee meeting, May 15, 2001
	Folder 2	Executive Committee meeting, September 25, 2001 (includes resolution on sale of building at 1618 21 st Street)
	Folder 3	Executive Committee meeting, October 18, 2001
	Folder 4	Executive Committee meeting, January 15, 2002
	Folder 5	Executive Committee meeting, February 19, 2002
	Folder 6	Executive Committee meeting, May 21, 2002
	Folder 7	Executive Committee meeting, July 16, 2002
	Folder 8	Executive Committee meeting, October 22, 2002
	Folder 9	Executive Committee meeting, November 19, 2002
	Folder 10	Executive Committee meeting, January 21, 2003
	Folder 11	Executive Committee meeting, February 19, 2003
	Folder 12	Executive Committee meeting, April 15, 2003
	Folder 13	Executive Committee meeting, May 20, 2003
	Folder 14	Executive Committee meeting, September 3, 2003
	Folder 15	Executive Committee meeting, October 21, 2003
	Folder 16	Executive Committee meeting, November 17, 2003
	Folder 17	Executive Committee meeting, February 24, 2004
	Folder 18	Executive Committee meeting, April 27, 2004
	Folder 19	Executive Committee meeting, May 18, 2004
	Folder 20	Executive, Finance, and Development & Campaign Committees joint meeting, July 30, 2004
	Folder 21	Executive Committee meeting, November 16, 2004
	Folder 22	Executive & Trusteeship Committees joint meeting, January 25, 2005
	Folder 23	Executive Committee meeting, March 9, 2005
	Folder 24	Executive Committee, Communications Department activity report, April 19, 2005
	Folder 25	Executive Committee meeting, January 18, 2007
	Folder 26	Executive Committee meeting, March 12, 2007
	Folder 27	Executive Committee meeting, April 19, 2007
	Folder 28	Executive Committee meeting, May 17, 2007
	Folder 29	Executive Committee meeting, July 19, 2007
	Folder 30	Executive Committee meeting, September 11, 2007
	Folder 31	Executive Committee meeting, October 18, 2007
	Folder 32	Executive Committee meeting, November 15, 2007
	Folder 33	Executive Committee meeting, February 28, 2008
	Folder 34	Executive Committee meeting, April 30, 2008

Subseries 4.3 Nominating Committee Meetings and Minutes, 1989-1998

Subseries 4.3 files document the official meetings of the Nominating Committee of the Board of Trustees, one of two committees in view of their importance (the other being the Executive Committee), that were established in the by-laws. The committee (active from 1989-1998; and succeeded by the Trusteeship Committee in 1999) was mainly responsible for submitting to the trustees, generally prior to the annual meetings, slates of candidates to fill the vacancies of the board and to serve as officers of the corporation. The Chairman of the Board served as chairman of the Nominating Committee and elected at least three trustees to serve.

This was one of three new committees – Executive, Nominating, and Development and Public Affairs – proposed by Laughlin Phillips to the trustees, in addition to the four existing committees – Finance (formerly Management and Finance), Audit, Building and Grounds, and Arts, at the board meeting of March 20, 1989. The board endorsed the proposed committee structure changes, and by an action of the Members taken on May 26, 1989, the by-Laws (Section 6.2) were amended to adopt and define the Nominating Committee of the Board of Trustees.

In 1999, the Nominating Committee was merged into the newly formed Trusteeship Committee, when the merger was approved by the board as part of the governance plan which Marc Leland, on behalf of the Trusteeship task force, presented at the December 14, 1999, meeting of the board. See: Subseries 4.4 Trusteeship Committee

Box 30	Folder 1	Nominating Committee memorandum, June 9, 1989 (status of possible nominees)
	Folder 2	Nominating Committee meeting, November 20, 1989
	Folder 3	Nominating Committee memo & letter, 1990 (status of Donald Petersen, Ford Motor Company)
	Folder 4	Nominating Committee, memorandum, March 29, 1993
	Folder 5	Nominating Committee meeting, April 14, 1994
	Folder 6	Nominating Committee meeting, October 18, 1994
	Folder 7	Nominating Committee meeting, February 14, 1995
	Folder 8	Nominating Committee meeting, May 3, 1995
	Folder 9	Nominating Committee meeting, May 9, 1996
	Folder 10	Nominating Committee meeting, October 16, 1996
	Folder 11	Nominating Committee memorandum, 1997 (possible trustees John W. Chandler & Susie Gelman)
	Folder 12	Nominating Committee meeting, February 25, 1998
	Folder 13	Nominating Committee meeting, May 21, 1998
	Folder 14	Nominating Committee meeting, December 3, 1998

Subseries 4.4 Trusteeship Committee Meetings and Minutes, 1998-2005

Subseries 4.4 files document the official meetings of the Trusteeship Committee of the Board of Trustees, one of two standing committees in view of their importance (the other being the Executive Committee) that are established in the by-laws. The Committee has been active since 1998, and replaced the Nominating Committee in 1999. The files contain meeting minutes, reports, financial data, and dossiers of potential nominees for the board.

Jay Gates was the newly appointed director of The Phillips Collection, when he was welcomed by Laughlin Phillips, on behalf of the board, at their meeting of June 8, 1998. Phillips, as Chairman of the Board and President, then noted the establishment of a Trusteeship Committee, which would he said, give the board the chance to improve its structure, procedures and communications. He suggested part of the committee's mission be to gather information on governance structures of other successful non-profit organizations and art museums, and to explore recommendations on this subject by the American Association of Museums (AAM) and the Association of Art Museum Directors (AAMD) [See: Series 2].

The earliest committee meeting for which there is an extant record was on August 18, 1998. By-laws amended on March 15, 1999, set forth the Trusteeship Committee's primary responsibility as generating nominations for new trustees, a purpose narrower in scope than that first proposed by Laughlin Phillips in 1998 (see *also*: Board Effectiveness Subcommittee description, Trusteeship Committee minutes of February 25, 1999). A subsequent merger of the newly formed Trusteeship Committee with the Nominating Committee and the Trusteeship task force was approved by the full board as part of the governance plan, which Marc Leland, on behalf of the Trusteeship task force, presented at the December 14, 1999, meeting of the board.

The name of the Trusteeship Committee was subsequently changed to the Governance Committee by resolution of the board at its meeting of March 28, 2005. In addition to the committee's board recruitment responsibilities, additional responsibilities were added that included a periodic review of the performance of the board leadership, with the committee's chair made separate from the Chair of the Board. The Governance Committee continues as a standing committee.

Box 30 <i>cont'd.</i> Folder 15	Trusteeship Committee memorandum, February 25, 1998 (potential Board candidates)
Folder 16	Trusteeship Committee meeting, August 18, 1998
Folder 17	Trusteeship Committee meeting, September 16, 1998
Folder 18	Trusteeship Committee meeting, November 5, 1998
Folder 19	Trusteeship Committee, draft revision of By-laws, February 24, 1999
Folder 20	Trusteeship Committee meeting, February 25, 1999
Folder 21	Trusteeship Committee meeting, May 13, 1999

Box 30	<i>cont'd.</i>	Folder 22	Trusteeship Committee meeting, September 21, 1999 (?)
		Folder 23	Trusteeship Committee meeting, October 5, 2000
		Folder 24	Trusteeship Committee meeting, March 20, 2001
Box 31		Folder 1	Trusteeship Committee meeting, February 19, 2002
		Folder 2	Trusteeship Committee meeting, May 21 (?), 2002
		Folder 3	Trusteeship Committee meeting, December 4, 2002
		Folder 4	Trusteeship Committee meeting, February 24, 2004
		Folder 5	Trusteeship Committee meeting, May 18, 2004
		Folder 6	Trusteeship Committee meeting, November 16, 2004
		Folder 7	Trusteeship Committee meeting, March 16, 2005

Subseries 4.5 Articles of Incorporation Committee Meetings and Memorandum, 1992

Subseries 4.5 files document an ad hoc committee created at the suggestion of Laughlin Phillips after the annual Board of Trustees meeting of January 27, 1992, to review the existing articles of incorporation, the by-laws, and the amendments proposed by Laughlin at the meeting, and other amendments that might be presented. Trustee Lloyd N. Cutler was asked to serve as chairman of the special committee, consisting of Polly Fritchey, Marc Leland, Bob Rosenthal, Max Berry, and Laughlin Phillips. At the January 27 meeting, Laughlin proposed certain amendments of the articles on behalf of the three present Members (Laughlin, Jennifer, and Gifford Phillips) designed to insure that the museum would continue to follow the founders' traditions and standards and to assure that these could not be changed without the approval of the Members. Various trustees felt that the proposed amendments went too far, and the committee was appointed to work out the differences.

Work of the committee facilitated the unanimous consent by Members on May 6, 1992, to adopt amendments of the articles of incorporation which had been proposed by the Board of Trustees at its meeting on May 4, 1991. These were formally amended on May 15, 1992 and filed with the District of Columbia on May 19, 1992. No further records of the ad hoc committee are extant.

Box 31 <i>cont'd.</i> Folder 8	Articles of Incorporation Committee – correspondence (attorneys Steptoe & Johnson), 1992
Folder 9	Articles of Incorporation Committee meeting, March 23, 1992
Folder 10	Articles of Incorporation Committee draft report from Lloyd N. Cutler to Trustees, April 13, 1992
Folder 11	Articles of Incorporation Committee – amendments, 1992 See <i>also</i> : Series 2 (box 8, Articles of Incorporation)

Subseries 4.6 Consultative Committee Meetings and Memorandum, 1997-1998

Subseries 4.6 files document informal meetings of the Consultative Committee, created in 1997 at the suggestion of Laughlin Phillips to the trustees, as a working group of the board who could meet with the director (Charles Moffett) on a regular basis between full board meetings. The committee acted as a sounding board to the director on current management issues and to insure good board-management communications. Discussions were to be informal and unofficial, without official minutes, focused on matters worthy of board attention or requiring their action.

The Consultative Committee may have existed only for a period of a few years, as documentation hereafter is extant from 1997-1998. Included are meeting agendas, memorandum, attendance and financial figures, and hand-written notes.

- | | |
|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Box 31 <i>cont'd.</i> Folder 12 | Consultative Committee meeting, September 10, 1997
(proposed new staffing & restructuring within museum;
dismantling of External Affairs department) |
| Folder 13 | Consultative Committee meetings, April 8 –May 26, 1998 |

Subseries 4.7 Finance Committee Meetings and Minutes, 1987-2004

Subseries 4.7 files document the official meetings of the Finance Committee (formerly the Management and Finance Committee) of the Board of Trustees – established in 1986 as one of the board’s four standing committees – in addition to Audit, Building and Grounds, and Arts.

It was resolved during the board meeting of June 9, 1986, in accordance with Section 6.1 of the by-laws, that a Management and Finance Committee be established to consist of the President, the Treasurer, and not less than three other members of the Board of Trustees. After a discussion of committee structure by the Board of Trustees at their meeting of March 20, 1989, it was further resolved pursuant to Section 6.1 of the by-laws that the Management and Finance Committee of the Board of Trustees be renamed Finance Committee. The Finance Committee continues to operate as a standing committee.

The committee makes recommendations to the Board of Trustees about general policies and procedures relating to the management of the operating properties and investments of the Collection. It establishes investment guidelines and advises the treasurer with respect to investment and fiscal matters. A *Statement of Investment Policy and Objectives for The Phillips Collection* was adopted by resolution of the Board of Trustees on December 16, 1996, authorizing the Finance Committee to recommend investment advisors for approval by the Board, and supervise the selected investment fund managers. Activities of the committee are reported at each meeting of the Board of Trustees.

While files within Subseries 4.7 document activities of the Finance Committee beginning with the meeting of December 14, 1987, the user can also consult the financial reporting found in meeting minutes and files of the Board of Trustees. It may be helpful to note that prior to 1986, as early as 1984 (active period unknown), there existed a separately named Management Committee that served as an advisory body to the Council of The Phillips Collection to review management of the museum’s endowment.

Meeting files of a few ad hoc subcommittees of the Finance Committee – the Subcommittee on Investments and the Capital Budget Subcommittee – have been arranged chronologically and interfiled within subseries 4.7. Minutes of occasional joint meetings of the Finance Committee are housed with the Audit Committee (Subseries 4.8), the Executive Committee (Subseries 4.2), and the Building and Grounds Committee (Subseries 4.17). Reviews of possible firms as investment advisors are contained in numerous files from 1996 of the Finance Committee.

Box 32	Folder 1	Management & Finance Committee meeting, December 14, 1987
	Folder 2	Management Committee meeting, September 1988
	Folder 3	Management Committee meeting, December 2, 1988
	Folder 4	Management & Finance Committee meeting, June 16, 1989

Box 32	<i>cont'd.</i>	Folder 5	Finance Committee meeting, September 11, 1989
		Folder 6	Finance Committee meeting, December 10, 1990
		Folder 7	Investments Subcommittee, outgoing letter (First National Bank of Chicago), January 14, 1991
		Folder 8	Finance Committee meeting, June 3, 1991
		Folder 9	Finance Committee meeting, January 23, 1992
Box 33		Folder 1	Finance Committee meeting, April 21, 1992
		Folder 2	Investments Subcommittee meeting, July 29, 1992
		Folder 3	Finance Committee meeting, September 24, 1992
		Folder 4	Finance Committee meeting, January 21, 1993
		Folder 5	Finance Committee meeting, April 29, 1993
		Folder 6	Finance Committee meeting, October 20, 1993
		Folder 7	Finance Committee meeting, February 9, 1994
		Folder 8	Finance Committee meeting, May 4, 1994
		Folder 9	Finance Committee meeting, May 20, 1994
		Folder 10	Finance Committee meeting, October 17, 1994
		Folder 11	Finance Committee meeting, November 29, 1994
		Folder 12	Finance Committee meeting, February 27, 1995
		Folder 13	Finance Committee meeting, May 4, 1995
Box 34		Folder 1	Finance Committee meeting, October 17, 1995
		Folder 2	Finance Committee meeting, February 21, 1996
		Folders 3-4	Finance Committee meeting, May 1, 1996
		Folder 5	Finance Committee meeting, June 4, 1996
		Folder 6	Finance Committee meeting, October 23, 1996
		Folder 7	Finance Committee meeting, December 16, 1996
		Folder 8	Finance Committee meeting, February 24, 1997
Box 35		Folder 1	Finance Committee meeting, June 3, 1997
		Folder 2	Finance Committee meeting, October 7, 1997
		Folder 3	Finance Committee meeting, December 12, 1997
		Folder 4	Capital Budget Subcommittee meeting, December 19, 1997
		Folder 5	Capital Budget Subcommittee meeting, February 3, 1998 (includes 5-yr technology assessment plan)
		Folder 6	Finance Committee meeting, March 13, 1998
		Folder 7	Finance Committee meeting, July 21, 1998
		Folder 8	Finance Committee meeting, October 14, 1998
		Folder 9	Finance Committee meeting, December 7, 1998
		Folder 10	Capital Budget Subcommittee meeting, January 19, 1999
		Folder 11	Finance Committee meeting, March 1, 1999

Box 36	Folder 1	Finance Committee meeting, June 14, 1999
	Folder 2	Finance Committee meeting, September 15, 1999
	Folder 3	Finance Committee memorandum, December 2, 1999 (financial report for first 10 months of 1999)
	Folder 4	Finance Committee meeting, January 14, 2000
	Folder 5	Finance Committee special meeting, March 3, 2000
	Folder 6	Finance Committee meeting, April 14, 2000
	Folder 7	Finance Committee meeting, May 12, 2000
	Folder 8	Finance Committee meeting, June 29, 2000
	Folder 9	Finance Committee meeting, October 25, 2000
	Folder 10	Finance Committee meeting, November 14, 2000
	Folder 11	Finance Committee meeting, May 8, 2001
	Folder 12	Finance Committee meeting, May 29, 2001
	Folder 13	Finance Committee meeting, June 28, 2001
	Folder 14	Finance Committee meeting, July 17, 2001
	Folder 15	Finance Committee meeting, September 25, 2001
	Folder 16	Finance Committee meeting, December 3, 2001
Box 37	Folders 1-2	Finance Committee meeting, January 15, 2002
	Folder 3	Finance Committee meeting, February 5, 2002
	Folder 4	Finance Committee meeting, June 4, 2002 (?)
	Folder 5	Finance Committee meeting, July 2, 2002
	Folder 6	Finance Committee, Prime, Buchholz & Assoc. report, period ending September 30, 2002
	Folder 7	Finance Committee meeting, January 16, 2003
	Folder 8	Finance Committee meeting, February 20, 2003
	Folder 9	Finance Committee meeting, May 7, 2003
	Box 38	Folder 1
Folder 2		Finance Committee meeting, May 11, 2004
Folder 3		Finance Committee meeting, June 4, 2004
Folder 4		Finance Committee meeting, June 29, 2004
Folder 5		Investment Subcommittee, budget data FYs 2004-2005; letter (Prime, Buchholz & Assoc.), September 3, 2004
Folder 6		Finance Committee meeting, June 13, 2005 (?) (Charitable Gift Annuity Program established)
Folder 7		Finance Committee, list of authorized signatures (original) for deposits., & outgoing letters, September 27, 2006
Folder 8		Investment Subcommittee meeting, November 27, 2006
Folder 9		Finance & Executive Committees joint meeting, December 5, 2006
Folder 10		Finance Committee, bank authorization letter (outgoing), January 16, 2007

Box 38 <i>cont'd.</i>	Folder 11	Investment Subcommittee meeting, February 16, 2007
	Folder 12	Finance Committee meeting, March 29, 2007
	Folder 13	Finance Committee meeting, May 9, 2007
	Folder 14	Finance Committee, investment quarterly report (Prime, Buchholz & Assoc.), March 31, 2008
	Folder 15	Finance & Development Committee joint meeting, June 26, 2008
	Folder 16	Finance Committee, investment quarterly report & data (Prime, Buchholz & Assoc.), June 30, 2008
	Folder 17	Investment Subcommittee meeting, November 18, 2008 (includes investment performance report – Prime, Buchholz & Assoc. – September 30, 2008)
Box 39	Folder 1	Finance Committee, TIFF investment presentation report, May 18, 2009
	Folder 2	Finance Committee, investment quarterly report (Prime, Buchholz & Assoc.), June 30, 2009
	Folder 3	Finance Committee, investment quarterly report (Prime, Buchholz & Assoc.), December 31, 2009
	Folder 4	Investment Subcommittee meeting, April 2010 (Prime, Buchholz & Assoc. reports)
	Folder 5	Investment Subcommittee meeting, July 20, 2010
	Folder 6	Finance Committee, investment quarterly report (Prime, Buchholz & Assoc.), December 31, 2010

Subseries 4.8 Audit Committee Meetings and Minutes, 1989-2000; 2004

Subseries 4.8 files document the official meetings of the Audit Committee of the Board of Trustees – established in 1985 as one of the Board’s earliest standing committees. It was resolved during the board meeting of September 30, 1985, in accordance with Section 6.1 of the by-laws, that the Audit Committee be established. Membership initially consisted of three trustees, none of whom was an officer. The Audit Committee continues to operate as a standing committee.

The committee’s general function, as defined in the continuing resolution of September 30, 1985; amended on March 20, 1989, is to make inquiry and seek improvement in the financial operation and internal controls of the Collection. This includes recommending to the Board of Trustees the firm or firms of independent public accountants to be (a) appointed annually pursuant to Section 8.2 of the 1985 by-laws to audit the accounts of the Collection, examine its financial statements, and present a report or reports thereon, and (b) advise and assist the management on the maintenance of a sound internal accounting system. The Audit Committee receives and transmits to the Board of Trustees or the Executive Committee the reports of such firm or firms; and meets with representatives of the firms to consider the scope and results of their examinations, advice, and assistance on the condition and management of the Collection’s finances.

Within subseries 4.8 there are also minutes of occasional joint meetings of the Audit and Finance Committees and of the Audit, Executive, and Finance Committees.

Box 40	Folder 1	Audit Committee meeting, September 18, 1989 (includes a history of accounting & audit from 1978-1989)
	Folder 2	Audit & Finance Committees joint meeting, December 4, 1989
	Folder 3	Audit & Finance Committees joint meeting, December 11, 1989
	Folder 4	Audit & Finance Committees joint meeting, February 15, 1990
	Folder 5	Audit & Finance Committees joint meeting, June 12, 1990
	Folder 6	Audit & Finance Committees subgroup joint meeting, September 11, 1990
	Folders 7-8	Audit & Finance Committees joint meeting, September 14, 1990 (<i>note</i> : continues in Box 41)
	Box 41	Folder 1
Folder 2		Audit Committee meeting, June 18, 1991
Folder 3		Audit & Finance Committees joint meeting, October 22, 1991

Box 41 <i>cont'd.</i>	Folder 4	Audit Committee meeting, April 30, 1992
	Folder 5	Audit, Executive, & Finance Committees joint meeting, May 28, 1992
	Folder 6	Audit Committee meeting, April 28, 1993
	Folder 7	Audit Committee meeting, April 20, 1994
	Folder 8	Audit Committee meeting, May 3, 1995
Box 42	Folder 1	Audit Committee meeting, May 13, 1996
	Folder 2	Audit Committee meeting, June 3, 1997
	Folder 3	Audit Committee meeting, June 3, 1998
	Folder 4	Audit Committee meeting, September 6, 2000
	Folder 5	Audit Committee meeting, November 22, 2004

Subseries 4.9 Development Committee Meetings and Minutes, 1989-2004

Subseries 4.9 files document the official meetings of the Development Committee (formerly named Development and Public Affairs Committee) of the Board of Trustees. The committee was divided in two during 1991 to create a separate Public Affairs Committee. In 2002, the committee was combined with Campaign, and renamed the Development and Campaign Committee.

The Development and Public Affairs Committee was first proposed by Laughlin Phillips at a meeting of the Board of Trustees on March 20, 1989 as one of three new committees – Executive, Nominating, and Development and Public Affairs – in addition to the four existing committees of the board – Finance (formerly Management and Finance), Audit, Building and Grounds, and Arts. The board approved the structure in general, stipulating that the Chairman of the Board should have the authority to appoint the committee members (other than *ex officio* members) and the chairmen. The function of the Development and Public Affairs committee was defined as “developing and implementing plans for obtaining voluntary support for all the Collection’s needs, including endowment, annual giving, planned giving, and membership programs” – needs that had already been anticipated by Duncan Phillips in 1922 with the Committee on Additional Financial Resources (Subseries 4.1, box 27, folder 4).

The inaugural meeting of the Development and Public Affairs Committee was held on October 4, 1989. Laughlin Phillips, President and Temporary Chairman of the Committee reviewed the history of the previous Development Committee (a committee of the Council and the Campaign Steering Committee which was subsequently formed to meet the needs of the Building Fund). Phillips wished the new committee to address both support and outreach questions: to build the operating and endowment funds, to focus on the opportunity for new capital funds, broaden the Patrons and Corporate memberships, and attract more visitors.

A memo of June 27, 1991 from Laughlin Phillips to the Trustees stated that “the old Development and Public Affairs Committee has been divided into two parts: the Public Affairs Committee and the Development Committee” (see: Trustees list, Series I, box I, folder 7). Both committees begin to be listed separately by 1992 in minutes of board meetings.

In 2002, records indicate that the Development Committee was now named the Development and Campaign Committee. In the committee’s meeting minutes of October 17, 2002, trustee George Vradenburg reminded those present that the committees of Development and Campaign had been combined in order to maintain a balance within the museum’s development efforts. The most recent committee minutes in the Archives date from November 15, 2004, and record the committee once again with the singular name Development Committee.

Box 43 Folder I Development & Public Affairs Committee meeting,
October 4, 1989

Box 43	<i>cont'd.</i>	Folder 2	Development & Public Affairs Committee meeting, November 20, 1989
		Folder 3	Development & Public Affairs Committee meeting, October 15, 1990
		Folder 4	Development Committee meeting, November 20, 1991
		Folder 5	Development Committee meeting, December 9, 1991
		Folder 6	Development Committee meeting, January 29, 1992
		Folder 7	Development Committee meeting, May (?) 12, 1992
		Folder 8	Development Committee meeting, October 15, 1992
		Folder 9	Development and Executive Committees joint meeting, June 6, 1993
		Folder 10	Development Committee meeting, October 17, 1995
		Folder 11	Development Committee meeting, March 15, 1996
		Folder 12	Development Committee meeting, October 17, 1996
		Folder 13	Development Committee meeting, December 3, 1996
		Folder 14	Development Committee meeting, June 3, 1997
		Folder 15	Development Committee meeting, October 6, 1997
		Folder 16	Development Committee meeting, December 8, 1997
Box 44		Folder 1	Development Committee meeting, January 26, 1998
		Folder 2	Membership subcommittee (Development Committee) meeting, February 24, 1998
		Folder 3	Development Committee meeting, March 2, 1998
		Folder 4	Development Committee meeting, October 2, 1998
		Folder 5	Development & Finance Committees joint meeting, November 19, 1998
		Folder 6	Development Committee meeting, December 1, 1998
		Folder 7	Development Committee meeting, May 18, 1999
		Folder 8	Development Committee meeting, May 4, 2000
		Folder 9	Development Committee meeting, January 16, 2001
		Folder 10	Development Committee meeting, April 19, 2001
		Folder 11	Development Committee meeting, October 2, 2001
		Folder 12	Development Committee meeting, November 28, 2001
		Folder 13	Development & Campaign Committee – “Fulfilling the Vision” – draft of campaign booklet (photocopy), undated
		Folder 14	Development & Campaign Committee meeting, October 17, 2002
		Folder 15	Development & Campaign Committee meeting, November 19, 2002
		Folder 16	Development & Campaign Committee meeting, December 12, 2002
		Folder 17	Development & Campaign Committee meeting, January 21, 2003

Box 44 <i>cont'd.</i> Folder 18	Development & Campaign Committee meeting, March 18, 2003
Folder 19	Development & Campaign Committee meeting, September 23, 2003
Folder 20	Development & Campaign Committee meeting, February 18, 2004
Folder 21	Development & Campaign Committee meeting, April 21, 2004
Folder 22	Development & Campaign Committee meeting, May 19, 2004
Folder 23	Development & Campaign Committee meeting, June 23, 2004
Folder 24	Development Committee meeting, November 15, 2004

Subseries 4.10 Public Affairs Committee Meeting Minutes, 1991-1995

Subseries 4.10 documents a few meetings of the Public Affairs Committee of the Board of Trustees, and provides an assessment of the Collection's public relations in 1991, when James Fitzpatrick served as the committee's chairman. There are no further files of the Public Affairs Committee housed in the Archives.

In 1991, the Public Affairs Committee was separated from the Development Committee, detailed in a memo of June 27, 1991 from Laughlin Phillips to the trustees that states "the old Development and Public Affairs Committee has been divided into two parts: the Public Affairs Committee and the Development Committee" (see: Trustees list, Series I, box I, folder 7). Meetings of the Development and Public Affairs Committee that date from 1989-1990 are located in Subseries 4.9 (Development Committee).

Box 44 <i>cont'd.</i> Folder 25	Public Affairs Committee, two outgoing letters, 1991-1992 (Laughlin Phillips to committee chairman James Fitzpatrick)
Folder 26	Public Affairs Committee meeting, June 16, 1994
Folder 27	Public Affairs Committee meeting, October 27, 1995

Subseries 4.11 Planning Committee Meetings and Minutes, 1990-1999

Subseries 4.11 files document the official meetings of the Planning Committee, an ad hoc committee of the Board of Trustees. The first meeting of the Planning Committee was held on March 12, 1990, attended by seven trustees (Christopher J. Makins was Chairman), five staff members of The Phillips Collection, and volunteer planning coordinator Cameron LaClair. Minutes from the meeting describe the newly created Planning Committee's purpose – that staff working in collaboration with representatives of the Board of Trustees develop a strategic five-year plan to be used to guide the museum's activities and budget, based on an approved mission statement for the museum (to view the mission statement and the five-year plan approved by the board on April 15, 1991, See: Series 2, box 8, folders 13 & 15).

The five-year plan would serve not only as a general policy guide, but provide the museum with a specific mandate for preparing the following year's budget. During the board's meeting of September 17, 1990, a subcommittee of the Planning Committee was formed to review the museum's 1990 financial situation and to develop guidelines for the 1991 budget. Meeting minutes of the Subcommittee on Investments are found in this subseries. Subsequently, this group may have become an ad hoc subcommittee of the Finance Committee (See: Subseries 4.7, Finance Committee, box 38, folder 5).

The Planning Committee appears to have become inactive by the mid 1990s, and on June 8, 1998, at a Board of Trustees meeting, Chairman Laughlin Phillips noted the temporary elimination of the Planning Committee. It may have been re-activated the following year, when after a retreat and annual meeting of the trustees on June 6 and 7, 1999, various working groups of the Planning Committee met in preparation for the 1999 strategic plan produced by consultant Nancy L. Pressly & Associates. Meetings of the working groups are documented in this subseries, and include planning for what is now the Center for the Study of Modern Art.

Files include meeting minutes and notes: financial data; organizational charts and a staff list; reporting information from museum departments; and drafts of planning statements.

Box 45	Folder 1	Planning Committee, preliminary documents, 1983-1989 See <i>also</i> : Planning Committee – Five Year Plan, box 41
	Folder 2	Planning Committee meeting, March 12, 1990
	Folder 3	Planning Committee memorandum, May 31, 1990
	Folder 4	Planning Committee meeting, July 9, 1990
	Folder 5	Planning Committee Subcommittee meeting, September 17, 1990
	Folders 6-7	Planning Committee Subcommittee meeting, September 26, 1990
	Folder 8	Planning Committee Subcommittee meeting, October 22, 1990

- Box 46**
- Folder 1 Planning Committee Subcommittee meeting, October 25, 1990
 - Folder 2 Planning Committee, Ad Hoc Subcommittee on Investments meeting, October 29, 1990
 - Folder 3 Planning Committee meeting, July 21, 1992
 - Folder 4 Planning Committee meeting, April 19, 1993
 - Folder 5 Planning Committee meeting, October 16, 1996 (considerations for a 1996/1997 plan)
 - Folder 6 Planning Committee meeting, November 19, 1996

Planning Committee – Five Year Plan for 1991-1995

See *also*: Series 2, box 8, folder 15 for five-year plan outline, approved by the board on April 15, 1991

- Folder 7 Long-range strategic planning, AAMD workshop & meeting, 1989-1990
- Folder 8 Letter received with printed source material, 1991
- Folder 9 Five Year Plan draft, September 10, 1990
- Folder 10 Narrative introduction to Five Year Plan draft, 1990
- Folder 11 Collection's mission statement, 1991 approval & drafts
- Folders 12-13 Statement of objectives and goals, 1991 approval – memorandum & early drafts, 1986(?) -1991
- Folder 14 Tasks to be accomplished, – memorandum, drafts, working lists, 1990-1992

- Box 47**
- Folder 1 Organizational charts & staff list, 1990-1991 and undated
 - Folders 2-3 Input from department heads and staff, 1990-1991 (includes data from Archives Planning Meeting, 1990)

Planning Committee – Strategic Plan, 1999

See *also*: Trustees retreat and annual meeting (June 6 & 7, 1999), box 20, folder 3

- Folder 4 General resource material on fund-raising campaigns, 1999
- Folder 5 Strategic Plan (Nancy L. Pressly & Associates consultants) – memorandum & preliminary reports, 1999
- Folder 6 Board & staff strategic planning meeting, December 1, 1999 (includes preliminary framework for strategic plan, 26pp.)
- Folder 7 Working Groups in charge of strategic planning, 1999
 - Collections and Exhibitions
 - The Center for the Study & Appreciation of Modern Art
 - Visibility and Expanding the Support Base
 - Operations and Facilities
- Folder 8 Collections & Exhibitions Working Group meeting, November 2, 1999

- Box 47** *cont'd.* Folder 9 The Center for the Study & Appreciation of Modern Art Working Group meeting, October 26, 1999
- Folder 10 Visibility and Expanding the Support Base Working Group meeting, October 13, 1999
- Folder 11 Visibility and Expanding the Support Base Working Group meeting, October 26, 1999
- Folder 12 Visibility and Expanding the Support Base Working Group meeting, November 19, 1999
- Folder 13 Operations & Facilities Working Group meeting, October 27, 1999
- Folder 14 Operations & Facilities Working Group meeting, November 8, 1999

Subseries 4.12 Campaign Planning Committee Meetings and Minutes, 1993-1996

Subseries 4.12 files document the official meetings held during 1993-1994 of the Campaign Planning Committee, a small working committee of the Board of Trustees, established in 1993 to help organize the early phases of the museum's endowment drive. This was the museum's second campaign; the first was the earlier building campaign for which a Campaign Steering Committee was formed to meet the needs of the Building Fund.

A preliminary meeting in planning for the endowment was held on June 14, 1993, and included Laughlin Phillips (Chairman of the Board), Marc Leland (Chairman of the Development Committee), Christopher Makins (Chairman of the Planning Committee), Charles Moffett (Director) and other staff. The group discussed how the "Board might function as a Committee of the Whole for the campaign with a small Campaign Steering Committee to develop strategy and plan the campaign with Bob Duke" (the campaign's consultant). Caroline Macomber was selected to chair the Campaign Steering Committee (she was later joined by co-chair Bill Paley).

Established as the Campaign Planning Committee, the newly formed committee convened on July 12, 1993, with a mission to develop a prospect list for significant lead gifts and to work with the staff to prepare a stirring case for support. The files contain meeting minutes and notes; financial data; and a working draft of the case statement for the endowment that outlines ground rules for "The Fund for The Phillips Collection" – the name given to the campaign to raise endowment and other capital funds for the future financial strength of The Phillips Collection.

Related reporting can be found in minutes of the Board of Trustees meetings of 1993-1994 (See: Series 3). The full active dates of the Campaign Planning Committee are not clear. Records in subseries 4.9 include meeting minutes of the Development and Campaign Committee that date from 2002-2004, when the two committees were combined in order to maintain a balance within the museum's development efforts. This occurred during the launching of a new capital campaign by The Phillips Collection named the "Fulfilling the Vision Campaign," designed to raise funds for a major expansion of the museum and its programs – including an annex, courtyard and garden, and carriage house renovation which would ultimately house the Center for the Study of Modern Art.

Box 47 <i>cont'd.</i> Folder 15	"Seeing Differently / The Campaign for The Phillips Collection" – booklet for first campaign, undated (1982?)
Folder 16	Endowment Campaign – donor list to Phase II, 1988
Folder 17	"The Fund for The Phillips Collection" – draft booklet & typescript in packet for second campaign, undated (1993?)
Folder 18	Endowment Campaign planning meeting, June 14, 1993
Folder 19	Campaign Planning Committee meeting, July 12, 1993

Box 47 <i>cont'd.</i> Folder 20	Campaign Planning Committee meeting, September 13, 1993
Folder 21	Endowment [Campaign] Planning Committee meeting, October 27, 1993
Folder 22	Endowment [Campaign] Planning Committee meeting, November 19, 1993
Folder 23	Campaign Planning Committee meeting, January 5, 1994
Folder 24	Campaign Planning Committee meeting, February 2, 1994
Folder 25	[Campaign] Planning Committee meeting, February 16, 1994
Folder 26	[Campaign] Planning Committee meeting, March 9, 1994
Folder 27	[Campaign] Planning Committee meeting, April 19, 1994
Folder 28	[Campaign] Planning Committee meeting, May 23, 1994
Folder 29	Endowment Campaign – various memorandums, agenda, notes, & prospect charts for trustee contributions, August 1994-1996

Subseries 4.13 Search Committee Meetings and Minutes, 1991-1992

Subseries 4.13 files document the official meetings of the Search Committee, an ad hoc committee of the Board of Trustees established in late 1991 to oversee the search for a new director of The Phillips Collection. On November 8, 1991, during the first meeting of the committee (it was referred to in the minutes as the “New Trustee Committee”) Chairman James F. Fitzpatrick presented a draft agenda for the work of the committee, and there was discussion of the forthcoming press release that would announce the intention of Laughlin Phillips to turn over the directorship, after a successful period of rapid growth by the museum. It was proposed that the new director be the Chief Executive Officer of the Collection and responsible for leading the next phase of development of its programs and audience.

Following much discussion, the Search Committee unanimously recommended for approval by the Executive Committee, the decision to retain Malcolm MacKay of the national search firm Russell Reynolds Associates to assist in the search for a new director. At the Board of Trustees annual meeting on May 4, 1992, Chairman Fitzpatrick on behalf of the Search Committee made the formal recommendation to the board that candidate Charles S. Moffett be appointed director of the museum. Supported by the board, the resolution was unanimously adopted in accordance with Section 7.1 of the by-laws, to appoint Moffett as Director of the museum for a three-year term beginning in September 1992. Drafts of a confidential employment agreement with Moffett based on the terms discussed at the board’s meeting are contained in folder 12 of the subseries. The folder is restricted.

The committee does not appear to be active after 1992, until 1997. A memorandum from Laughlin Phillips to the Board members (housed with Board of Trustees meeting minutes of December 15, 1997), indicates the re-establishment of an ad hoc Search Committee for the purpose of finding a new director of The Phillips Collection, in anticipation of the pending departure of Charles Moffett. On May 6, 1998, the Search Committee sent a memorandum to the trustees (see: Board special meeting of May 11, 1998) recommending Jay Gates for election as the next director. There are no further records of the Search Committee found herein.

Box 48	Folder 1	New Trustee [Search] Committee meeting, November 8, 1991
	Folder 2	Search Committee meeting, November 26, 1991
	Folder 3	Search Committee meeting, January 14, 1992
	Folders 4-6	Search Committee meeting, March 3, 1992
	Folder 7	Search Committee, Charles S. Moffett data, 1992 (confidential; includes drafts of employment contract, <i>et al</i>) [restricted]

Subseries 4.14 Arts Committee Meetings and Minutes, 1986-2008

Subseries 4.14 files document the official meetings of the Arts Committee (formerly the Accessions and Deaccessions Committee) established in 1986 as one of the earliest standing committees of the Board of Trustees. It remains an active operating standing committee.

The committee's work is part of a legacy that began in 1922 with the Committee on Memorial Donations (one of the seven subcommittees under the Committee on Scope and Plan), first proposed by Duncan Phillips at the Members annual meeting held on February 15, 1922. A typescript of Phillips's presentation to The Committee on Scope and Plan outlines the subcommittee's purpose: "the Committee on Memorial Donations is concerned....with the acquisition for our benefit of actual works of Art for the enrichment of our collection." Trustee Augustus Vincent Tack served as the subcommittee's first chairman. (See: Series 3, box 10, folder 8 & Subseries 4.1, box 27, folder 3 – no further documentation on the activities of the subcommittee is contained within the Board of Trustees Records.)

At a special meeting of the Board of Trustees held on March 10, 1986, a resolution was approved in accordance with Section 6.1 of the by-laws, for the establishment of an Accessions and Deaccessions Committee "to consider recommendations of the Director and the Curator and to make recommendations to the Board with respect to accessions and deaccessions." The first appointees to the committee were Laughlin Phillips (Chairman), Marion O. Charles, Gifford Phillips, Jennifer Phillips, and Law B. Watkins.

The name of the Accessions and Deaccessions Committee was changed to Arts Committee by a resolution of the trustees at their meeting of September 21, 1987. The functions of the committee were amended on June 20, 1988, with respect to sales of non-accessioned works, and on March 20, 1989, with respect to loans and the committee's responsibility for recommendations made to the Board or the Executive Committee.

Files include: minutes; memorandums and correspondence; lists of objects presented for accession, deaccession, rental, and loan; images of objects; exhibition schedules; mission statements; and drafts of collection management and deaccession policies (See also: Series 2, box 8, folder 8). The minutes are terse but may contain discussion about the direction of collection development (especially as it relates to contemporary art). A complete inventory of the art objects in the possession of The Phillips Collection conducted during 1984-1985 is found in meeting files of March 28 and May 19, 1986. Further documentation related to the Arts Committee appears in files of the Board of Trustees (Series 3). Minutes of a joint meeting of the Arts Committee are with the Building and Grounds Committee (Subseries 4.17).

Box 49	Folder 1	Collections management policies of The Phillips Collection & source material, 1990-1992 and undated [after 1980]
	Folders 2-3	Rights & Reproductions policies of The Phillips Collection & copyright source material, 1986 & undated [after 1978]

Box 49 cont'd.	Folder 4	Accessions and Deaccessions Committee meeting, March 28, 1986
	Folder 5	Accessions and Deaccessions Committee special meeting, May 19, 1986
	Folder 6	Accessions and Deaccessions Committee meeting, September 21, 1987 (includes Braque deaccession)
	Folder 7	Arts Committee, lists of accessions and rentals, 1988
	Folder 8	Arts Committee meeting, March 20, 1989
	Folder 9	Arts Committee meeting, September 17, 1990
	Folder 10	Arts Committee action taken without a meeting, April 3-10, 1991 (loan approval of Daumier's <i>The Uprising</i>)
	Folder 11	Arts Committee action taken without a meeting, May 2-13, 1991 (loan approval of de Stael's <i>Le Parc de Sceaux</i>)
	Folder 12	Arts Committee meeting, June 3, 1991
	Folder 13	Arts Committee & Building Committee joint meeting, October 28, 1991
	Folder 14	Arts Committee meeting, June 26, 1992
	Folder 15	Arts Committee meeting, January 25, 1993
	Folder 16	Arts Committee action taken without a meeting, December 20, 1993-January 6, 1994 (accession approval of two Diebenkorn <i>Ocean Park</i> series drawings)
	Folder 17	Arts Committee meeting, February 15, 1994
	Folder 18	Arts Committee meeting, May 24, 1994 (includes "wish list" of artists wanted for Collection) See also: Arts Committee meeting of April 24, 2000
	Folder 19	Arts Committee meeting, October 25, 1994
	Folder 20	Arts Committee meeting, February 28, 1995
	Folder 21	Arts Committee meeting, May 16, 1995
	Folder 22	Arts Committee meeting, October 30, 1995
	Folder 23	Arts Committee meeting, February 26, 1996
	Folder 24	Arts Committee meeting, October 28, 1996
	Folder 25	Arts Committee meeting, May 28, 1997
	Folder 26	Arts Committee meeting, October 20, 1997
	Folder 27	Arts Committee meeting, December 15, 1997
	Folder 28	Arts Committee meeting, March 16, 1998
	Folder 29	Arts Committee meeting, June 8, 1998
	Folder 30	Arts Committee meeting, October 19, 1998
	Folder 31	Arts Committee meeting, March 15, 1999
Box 50	Folder 1	Arts Committee meeting, October 18, 1999 (includes analysis of museum's collection, furniture, & archival materials)
	Folder 2	Arts Committee meeting, April 24, 2000
	Folder 3	Arts Committee meeting, October 23, 2000

Box 50 <i>cont'd.</i> Folder 4	Arts Committee meeting, May 2, 2001
Folder 5	Arts Committee meeting, December 10, 2001
Folder 6	Arts Committee meeting, June 7, 2002
Folder 7	Arts Committee meeting, December 16, 2002
Folder 8	Arts Committee meeting, March 3, 2003
Folder 9	Arts Committee meeting, May 30, 2003
Folder 10	Arts Committee meeting, September 8, 2003
Folder 11	Arts Committee meeting, December 15, 2003
Folder 12	Arts Committee meeting, June 7, 2004
Folder 13	Arts Committee meeting, September 13, 2004
Folder 14	Arts Committee meeting, March 6, 2006
Folder 15	Arts Committee meeting, September 11, 2006
Folder 16	Arts Committee meeting, March 12, 2007
Folder 17	Arts Committee meeting, June 4, 2007
Folder 18	Arts Committee meeting, September 17, 2007
Folder 19	Arts Committee meeting, December 17, 2007
Folder 20	Arts Committee meeting, March 17, 2008

Subseries 4.15 Education Committee Meetings and Minutes, 2000-2004

Subseries 4.15 files document the official meetings of the Education Committee, a standing committee of the Board of Trustees that continues to be in operation.

At the annual meeting of the Board of Trustees held on June 8, 1998, Chairman Laughlin Phillips noted the establishment of an "Education Sub-Committee of the Arts." Earlier that day at a meeting of the Arts Committee, he discussed the new subcommittee, created essentially to assist Director Jay Gates and his colleagues as they prepared a five-year plan for the Collection, including the prospect of an education center for the study of modernism. By August 30, 1999, in a memorandum to committee chairs, Laughlin Phillips stated that there was now a full-fledged Education Committee, rather than an Education Subcommittee of the Arts Committee.

The first meeting of the Education Committee documented in Subseries 4.15 convened on April 24, 2000, chaired by John Chandler, with trustees and museum staff in attendance, including Donna McKee, Head of Education. McKee commented on the newness of the museum's education programs, many only in place since the mid-to-late 1980s (when there was in existence an Arts and Education Committee under the museum's Council). Later meetings of the Education Committee were chaired by William Christenberry and Michael Connors.

A substantial update on the activities of the Education Committee was recorded in minutes of a meeting of the Executive Committee held on October 22, 2002 (See: Subseries 4.2, box 29, folder 8). Among the documents from that meeting is a statement of the director's goals for 2003 to work with the leadership of the Education Committee "to clarify and pursue the education strategy as articulated in the strategic plan and refine its relationship with the Center" and a 2002 report entitled "Strategic Framework for The Education Strategy at The Phillips Collection." The report stated the mission of the Education Committee: 1) ensure that there is an education strategy; 2) support the museum's management in achieving the goals set in the education strategy; and 3) support the Board of Trustees and the museum's management in external relations involving communications, public and media relations and fund raising.

Subseries 4.15 files include meeting minutes and notes; agendas; correspondence; a statement of professional standards for museum education services from the American Association of Museums (AAM); statements of the education philosophy, goals, and accomplishments of The Phillips Collection; excerpts from the museum's strategic plan; and grants and awards data.

Box 50 <i>cont'd.</i> Folder 21	Education Committee meeting, April 24, 2000
Folder 22	Education Committee meeting, June 4, 2001
Folder 23	Education Committee meeting, October 19, 2001
Folder 24	Education Committee meeting, May 28, 2003
Folder 25	Education Committee meeting, April 24, 2004
Folder 26	Education Committee meeting, November 10, 2004

Subseries 4.16 Center Committee Meetings and Minutes, 2002-2006

Subseries 4.16 files document the official meetings of the Center Committee, created by the board as an ad hoc advisory committee for planning the museum's research center. Records herein suggest that the committee was active from 2002 through 2006.

Laughlin Phillips first conceived the idea of the Center in 1995, envisaged as an education learning center within The Phillips Collection for the study and appreciation of modern art. Discussion of the proposed Center took place at a meeting of the Arts Committee on May 28, 1997, when the committee agreed to recommend to the board the idea of creating the Center. The Board of Trustees expressed enthusiasm for the Center at their meeting of October 19, 1998, and voted that the director (Jay Gates) and his staff should proceed planning for such a center with the input of an advisory committee. The first meeting of this committee was held on December 16, 2002, attended by Laughlin Phillips, Jay Gates, and a group of distinguished advisors who had agreed to guide the development of the Center's programs and policies.

Advisors of the committee were: Henry Millon, the first Dean of the Center for Advanced Study in the Visual Arts at the National Gallery of Art in Washington, and former Director of the American Academy in Rome; John Chandler, former president of Williams College and of the Association of American Colleges and Museum; David Steadman, former director of the Toledo Museum of Art and the Chrysler Museum; Alan Fern, former director of the National Portrait Gallery; Ruth Fine, former curator of modern prints and drawing and then curator of special projects in modern art at the National Gallery of Art; Elizabeth Hutton Turner, Senior Curator at The Phillips Collection; and Ruth Perlin, former deputy head of the education division and head of the department of education resources at the National Gallery of Art, who was spearheading the Phillips' initiatives in educational technology programming.

In March of 2004, the Board of Trustees approved The Phillips Collection's Center for the Study of Modern Art (there had been earlier working titles), to become a reality after years of guidance by Laughlin Phillips. Files of the committee contain meeting minutes and notes; drafts to solicit funds for the center; discussion papers outlining the mission and range of possible goals, operational structures, and activities for the center, and proposed partnerships with academia – Stanford University, the University of Virginia, and the University of Illinois.

Box 50 <i>cont'd.</i> Folder 27	Advisory Committee for the Research Center meeting, December 16, 2002
Folder 28	Advisory Committee for the Research Center meeting, December 16, 2003
Folder 29	Center Committee meeting, March 9, 2004
Folder 30	Center Committee meeting, July 19, 2004
Folder 31	Center Committee report memo, December 12, 2005
Folder 32	Center Committee meeting, September 11, 2006

Subseries 4.17 Building and Grounds Committee Meetings and Minutes, 1986-2007

Subseries 4.17 files document the official meetings of the Building and Grounds Committee of the Board of Trustees, established in 1986 as one of the board's four standing committees – in addition to Finance, Audit, and Arts. The committee continues to be in operation, now one of the seven standing committees of the board.

It was resolved during the board meeting of June 9, 1986 (and revised March 20, 1989), in accordance with Section 6.1 of the by-laws, that a Building and Grounds Committee be established, with responsibility for “monitoring the preparations of plans by the Collection’s architect, monitoring repairs to, renovations of, and additions to the Collection’s building, observing the condition of the Collection’s building and grounds, and making recommendations with respect to the foregoing to the management and, where necessary or advisable, to the Board of Trustees.” The committee was composed of four to seven trustees, with Laughlin Phillips serving as chairman.

The work of the Building and Grounds Committee is an extension of the vision set forth by Duncan Phillips with the formation of the Committee on Choice of Architecture and the Committee on Interior Decoration (two of the seven subcommittees of the Committee on Scope and Plan), first proposed by him at the Members annual meeting held on February 15, 1922 (See: Series 3, box 10, folders 7-8; and Subseries 4.1). Typescripts therein describe the role of the subcommittees and document Phillips’s regard for architecture, landscape, and room settings as essential parts of a whole program that enhances the effect of the art.

Meetings documented in Subseries 4.17 are intermittent (1986-1995; 1999-2004; and 2007). A substantial portion of the records pertaining to the renovation and expansion of the museum’s 1960 wing; Phase II, the second phase of a program which included the 1983-1984 renovations of the museum’s original 1897 Georgian revival structure (Phase I – See: Board of Trustees meetings, Series 3). At the Building and Grounds Committee’s first meeting of July 1, 1986, Laughlin Phillips stated that the committee under Phase II would “monitor all aspects of the project, including a review of design, costs, financing, the bidding process, and contracts.” Records since the mid-1990s regard renovations of the Goh Annex and the carriage house in Hillyer Court, among other varied topics.

The files contain: minutes; memorandums; project proposals; reports; financial data; and architectural drawings. Within Subseries 4.16 there are minutes of an occasional joint meeting with the Finance and Arts Committees. The Space Task Force, active from 1998 to 1999 as an advisory body of the Board of Trustees, was merged into the Building and Grounds Committee in late 1999 (See: Subseries 4.18).

Box 51	Folder 1	Phase I and II of building renovations – index of 1982-1986 Board of Trustees meeting minutes, & selected extracts; 1990-1992 chronologies, undated
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Box 51 <i>cont'd.</i>	Folder 2	Building & Grounds Committee meeting, July 1, 1986
	Folder 3	Building & Grounds Committee meeting, September 8, 1986
	Folder 4	Building & Grounds Committee, resolution meeting, October 31, 1986 (architectural planning Phase II)
	Folder 5	Building & Grounds Committee meeting, March 31, 1987
	Folder 6	Building & Grounds Committee meeting, June 6, 1988
	Folder 7	Building & Grounds Committee – renovation of main building basement data, 1990
	Folder 8	Building & Grounds Committee & Trustees meeting, February 14, 1991 (renovation of museum shop)
	Folder 9	Building & Grounds and Arts Committees joint meeting, October 28, 1991
	Folder 10	Building & Grounds Committee meeting, March 6, 1992
	Folder 11	Building & Grounds Committee, <i>A Dialogue with Nature</i> exhibition (exterior installation) file, December 1992
	Folder 12	Building & Grounds Committee meeting, April 6, 1993
	Folder 13	Building & Grounds Committee meeting, June 9, 1993 (Lynch apartment house sale)
	Folder 14	Building & Grounds Committee meeting, May 24, 1994 (renovation of Hillyer Court carriage house)
	Folder 15	Building & Grounds Committee meeting, May 10, 1995
	Folder 16	Building & Grounds Committee meeting, February 26, 1999
	Folder 17	Building & Grounds Committee meeting, September 8, 1999
	Folder 18	Building & Grounds Committee meeting, October 19, 1999
	Folder 19	Building & Grounds Committee meeting, November 30, 1999
	Folder 20	Building & Grounds Committee report, December 1, 1999
	Folder 21	Building & Grounds Committee meeting, January 14, 2000
	Folder 22	Building & Grounds Committee meeting, April 19, 2000
Box 52	Folder 1	Building & Grounds Committee meeting, July 18, 2001
	Folder 2	Building & Grounds Committee meeting, August 23, 2001
	Folder 3	Building & Grounds Committee meeting, September 25, 2001
	Folder 4	Building & Grounds Committee meeting, October 24, 2001
	Folder 5	Building & Grounds Committee meeting, December 7, 2001
	Folder 6	Building & Grounds Committee meeting, March 13, 2002
	Folder 7	Building & Grounds Committee meeting, May 10, 2002

Box 52 <i>cont'd.</i> Folder 8	Building & Grounds Committee meeting, May 17, 2002
Folder 9	Building & Grounds Committee meeting, January 8, 2003
Folder 10	Building & Grounds Committee meeting, January 23, 2003
Folder 11	Building & Grounds Committee meeting, March 5, 2003
Folder 12	Building & Grounds and Finance Committees joint meeting, March 24, 2003
Folder 13	Building & Grounds Committee meeting, April 14, 2003
Folder 14	Building & Grounds Committee meeting, November 17, 2003
Folder 15	Building & Grounds Committee meeting, February 23, 2004
Folder 16	Building & Grounds Committee meeting, May 24, 2004
Folder 17	Building & Grounds Committee meeting, April 30, 2007

Subseries 4.18 Space Task Force Meetings and Minutes, 1998-1999

Subseries 4.18 files document the official meetings of the Space Task Force, an advisory body of the Board of Trustees active from 1998 to 1999, when it merged into the Building and Grounds Committee (See: memorandum of committee assignments for 1999-2000, housed with the Trusteeship Committee meeting of September 21, 1999).

According to minutes of the Space Task Force meeting of October 14, 1998, co-chair Alan Wurtzel stated that the task force was responsible for analyzing possible solutions to the museum's space shortage problem during an interim period, while the programmatic plan for a future center for the study and appreciation of modern art took shape. Selected trustees, staff of the museum, and the director made up the task force members.

In an effort to find solutions to the museum's space problem, members looked at the potential of buildings adjacent to The Phillips Collection. Meeting files of the task force contain a drafted summary of short-term space needs of 1999, and long-term needs of the next five years. Also included is a document to solicit proposals from architectural firms for a master plan study. Representatives from the firm of KressCox Architects presented their master plan at the task force's meeting of March 23, 1999, and it was agreed that KressCox should give a presentation at the board retreat in June on the proposed center, when it was hoped the master plan would be approved.

Architectural historian Emily Eig of the firm Tracerics was retained to help on the historic preservation issues, and gave a brief history of the 1618 21st Street building at the Space Task Force meeting of May 3, 1999. A copy of the KressCox master plan agenda and zoning analysis; and the extensive analysis by EHT Tracerics Inc. of the 1618 21st Street, NW, building property is housed within the file for the task force's meeting of July 29, 1999.

Box 52 cont'd.	Folder 18	Space Task Force meeting, October 14, 1998
	Folder 19	Space Task Force meeting, December 7, 1998
	Folder 20	Space Task Force meeting, March 23, 1999
	Folder 21	Space Task Force meeting, April 7, 1999
	Folder 22	Space Task Force meeting, May 3, 1999
	Folder 23	Space Task Force meeting, June 1, 1999
	Folder 24	Space Task Force meeting, July 29, 1999
