



**Jamestown-Yorktown Foundation
Board of Trustees
and
Jamestown-Yorktown Foundation, Inc.
Board of Directors**

Joint Meeting of the Boards

Wednesday, May 6, and Thursday, May 7, 2026
Jamestown Settlement
Williamsburg, Virginia

**JYF Executive Office 757-253-4840
Board Liaison 757-775-3372
jyfmuseums.org**

**Jamestown-Yorktown Foundation - Joint Meeting of the Boards
TABLE OF CONTENTS**

| | |
|---|--------|
| JYF Trustees and JYF, Inc. Directors List with Committees Roster | p. 3 |
| Schedule for Wednesday, May 6, and Thursday, May 7 (With Virtual Meeting Instructions/Teams links) | p. 7 |
| Buildings & Grounds Committee: May 6, 1:30 PM Jamestown Settlement - Education Wing Classrooms ABC | p. 21 |
| Marketing Committee: May 6, 2:45 PM Jamestown Settlement - Education Wing Classrooms ABC | p. 38 |
| Public Programming and Acquisitions Committees: May 6, 4:00 PM Jamestown Settlement - Education Wing Classrooms ABC | p. 52 |
| Administration & Personnel Committee: May 7, 8:30 AM Jamestown Settlement - Education Wing Classroom E | p. 82 |
| JYF, Inc. Work Session: May 7, 9:30 AM Jamestown Settlement - Education Wing Classrooms ABC | p. 122 |
| Nominating Committee: May 7, 10:30 AM Jamestown Settlement - Education Wing Classroom E | p. 95 |
| Joint Executive and Finance Committees: May 7, 11:00 AM Jamestown Settlement - Education Wing Classrooms ABC | p. 99 |
| Joint Business Session of the Boards: May 7, 12:30 PM Jamestown Settlement - Education Wing Classrooms ABC | p. 9 |

**Jamestown-Yorktown Foundation
BOARD OF TRUSTEES**

Senator Thomas K. Norment, Jr., *Chairman*
Mrs. Sue H. Gerdelman, *Vice Chairman*
Senator Mamie E. Locke, *Secretary*
Delegate Delores L. McQuinn, *Treasurer*
Mr. M. Kirkland Cox, *Chairman Emeritus*
Mr. H. Benson Dendy III, *Chairman Emeritus*
Mr. Kenneth R. Plum, *Chairman Emeritus*

Mr. A. Marshall Acuff, Jr.
Chief Stephen R. Adkins, Sr.
Mrs. Ann G. Baise
Mrs. Laura W. Bailey
Mr. David Botkins
Ms. Jamie T. Burke
Delegate Betsy B. Carr
Mrs. Gloria M. Chambers
Senator J.D. Diggs
Mrs. Julianna M. Dime
Mr. P. Thomas DiStanislao III
Ms. Suzanne O. Flippo
Delegate Hyland F. Fowler, Jr.
Mr. Terry E. Hall
Lieutenant Governor Ghazala Hashmi

Delegate C.E. Hayes, Jr.
Delegate M. Keith Hodges
Mr. Charles E. James, Sr.
Attorney General Jay Jones
Senator Mamie E. Locke
Senator L. Louise Lucas
Senator Ryan T. McDougale
Mrs. Anne Marie Morgan
Speaker Don Scott, Jr.
Delegate Shelly Simonds
Secretary Jeffrey O. Smith
Governor Abigail D. Spanberger
Delegate Luke D. Torian
Senator Schuyler T. VanValkenburg

**Jamestown-Yorktown Foundation, Inc.
BOARD OF DIRECTORS**

Mr. Terry E. Hall, *President*
MG Michael T. Harrison, Sr., USA (Ret.), *Vice President*
Ms. Frances (Fran) C. Bradford, *Treasurer*
Mrs. Mari Ann Banks, *Secretary*

Mrs. Carolyn S. Abbitt
Ms. Bentley R. Andrews
Mr. Herbert H. Bateman, Jr.
Ms. Terry E. Buntrock
Ms. Helen Zadarlik Cousins
Mrs. Barbara Hamm Lee
Mr. William J. Longan, Jr.
Senator Thomas K. Norment, Jr.

Mr. Fred W. Palmore III
Mr. Burchell F. Pinnock
Mrs. Helen B. Reveley
Mr. Thomas H. Tullidge, Jr.
Ms. Adria Vanhoozier
Dr. William E. White
Dr. Karin A. Wulf

**Jamestown-Yorktown Foundation and Jamestown-Yorktown Foundation, Inc.
COMMITTEE ASSIGNMENTS**

Buildings & Grounds Committee

*Recommends capital outlay plans, funding, and use of maintenance reserve funds,
reviews project status.*

Chief Stephen R. Adkins, Sr., Chair
Delegate M. Keith Hodges, Vice Chair
Mrs. Ann Green Baise
Senator J. D. (Danny) Diggs
Mr. P. Thomas DiStanislaio

Delegate Hyland (Buddy) F. Fowler, Jr.
Mr. Charles E. James, Sr.
Delegate Delores L. McQuinn
Mr. Fred W. Palmore III (Inc. Liaison)
Delegate Luke E. Torian

Marketing Committee

*Reviews public affairs and marketing programs, priorities, resources and strategies;
helps plan special events.*

Mrs. Gloria M. Chambers, Chair
Vacant, Vice Chair
Mr. David B. Botkins
Ms. Jamie T. Burke

Ms. Helen Zadarlik Cousins (Inc. Liaison)
Delegate M. Keith Hodges
Delegate Delores L. McQuinn
Mrs. Anne Marie Morgan

Public Programming Committee

*Reviews interpretive and educational programs offered on and off site and ongoing
museum programs including collections, exhibits, and research.*

Delegate Betsy B. Carr, Chair
Vacant, Vice Chair
Chief Stephen R. Adkins, Sr.
Mrs. Ann Green Baise
Mrs. Mari Ann Banks (Inc. Liaison)
Ms. Jamie T. Burke
Mr. H. Benson (Ben) Dendy III

Ms. Suzanne O. Flippo
Mrs. Sue H. Gerdelman
Delegate Delores L. McQuinn
Mrs. Anne Marie Morgan
Delegate Shelly A. Simonds
Senator Schuyler T. VanValkenburg

Administration & Personnel Committee

Reviews staff organization and personnel utilization.

Delegate Hyland F. Fowler, Jr., Chair
Mr. Charles E. James, Sr., Vice Chair
Chief Stephen R. Adkins, Sr.
Mrs. Laura W. Bailey
Mrs. Gloria M. Chambers
Senator J.D. (Danny) Diggs

Ms. Julianna (Julie) M. Dime
Mrs. Sue H. Gerdelman
Delegate C.E. (Cliff) Hayes
Senator Mamie E. Locke
Senator Ryan T. McDougle

Nominating Committee

Develops biennial slate of officers; develops annual slate of nominees for at-large members; makes recommendations for filling vacancies in gubernatorial and legislative appointees.

Mr. H. Benson Dendy III, Chair
Senator Thomas K. Norment, Jr.,
Vice Chair

Mr. A. Marshall Acuff, Jr.
Mrs. Julianna (Julie) M. Dime

Ms. Suzanne O. Flippo
Senator Mamie E. Locke
Senator L. Louise Lucas
Speaker Donald (Don) L. Scott, Jr.

Executive Committee

Exercises authority of the full board between meetings; 15-member limit.

Senator Thomas K. Norment, Jr., Chair
Mrs. Sue H. Gerdeman, Vice Chair

Mr. A. Marshall Acuff, Jr.
Chief Stephen R. Adkins, Sr.
Delegate Betsy B. Carr
Mrs. Gloria M. Chambers
Mr. M. Kirkland (Kirk) Cox

Mr. H. Benson (Ben) Dendy III
Delegate Hyland (Buddy) F. Fowler, Jr.
Mr. Terry E. Hall
Senator Mamie E. Locke
Delegate Delores L. McQuinn
Mr. Kenneth (Ken) R. Plum
Speaker Donald (Don) L. Scott, Jr.

Finance Committee

Approves annual operating budget, reviews budget development process and procurement goals, and monitors admission revenues and mid-year adjustments.

Delegate Delores L. McQuinn, Chair
Vacant, Vice Chair

Mr. A. Marshall Acuff, Jr.
Ms. Frances (Fran) C. Bradford (Inc. Liaison)
Delegate Betsy B. Carr

Ms. Suzanne O. Flippo
MG Michael T. Harrison, Sr., USA (Ret.),
(Inc. Liaison)
Senator L. Louise Lucas
Senator Ryan T. McDougale
Delegate Luke E. Torian

**JYF, Inc. Board of Directors
Acquisitions Committee**

Reviews museum acquisitions, collections, and conservation plans; reviews de-accessions; approves specific acquisitions costing more than \$20,000.

Ms. Bentley R. Andrews, Chair

Dr. Karin Wulf, Vice Chair

Mrs. Carolyn S. Abbitt

Mrs. Mari Ann Banks

Ms. Helen Zadarlik Cousins

Mr. Terry E. Hall

MG Michael T. Harrison, Sr., USA, Ret.

Mr. Burchell F. Pinnock

Dr. William E. White

Jamestown-Yorktown Foundation, Inc. Liaisons to the Board of Trustees

Five members of the Jamestown-Yorktown Foundation, Inc., Board of Directors appointed to serve on committees other than the Executive Committee, but not as members of the Board of Trustees, with not more than three Directors appointed to any single committee.

Trustees Finance Committee

Vice President - MG Michael T. Harrison, Sr., USA (Ret.)

Treasurer/Finance Committee Chair - Ms. Frances (Fran) C. Bradford

Trustees Public Programming Committee

Secretary – Mrs. Mari Ann Banks

Trustees Marketing Committee

Development Committee Chair - Ms. Helen Zadarlik Cousins

Buildings & Grounds Committee

At-Large Board Member - Mr. Fred W. Palmore III

**Jamestown-Yorktown Foundation
SENIOR STAFF**

Ms. Christy S. Coleman, *Executive Director*

Dr. Mariruth Leftwich, *Senior Director of Museum Operations and Education*

Dr. Juliet Machie, *Deputy Director/Senior Director of Administration*

Mr. Coy M. Mazingo, *Senior Director, Human Resources and Professional Development*

Mr. William R. Nixon III, *Senior Director of Finance*

Mrs. Melissa Thompson, *Chief Development Officer*

Mrs. Glenda H. Turner, *Senior Director of Marketing and Public Relations*

JAMESTOWN-YORKTOWN FOUNDATION BOARD OF TRUSTEES
JAMESTOWN-YORKTOWN FOUNDATION, INC. BOARD OF DIRECTORS

JOINT MEETING OF THE BOARDS

WEDNESDAY, MAY 6, 2026

Location: Jamestown Settlement, GPS: 2110 Jamestown Road, Williamsburg

1:30 p.m. **Buildings & Grounds Committee**
Jamestown Settlement, Education Wing Classrooms ABC

2:45 p.m. **Marketing Committee**
Jamestown Settlement, Education Wing Classrooms ABC

4:00 p.m. **Public Programming and Acquisitions Committees**
Jamestown Settlement, Education Wing Classrooms ABC

6:00 p.m. **Reception/Special Program**
Capital & Maintenance Projects Focus
Zadarlik-Sogoloff Gazebo and Outdoor Sites
Business Attire

7:00 p.m. **Dinner and Evening Program**
Robert V. Hatcher, Jr. Rotunda, Business Attire

THURSDAY, MAY 7, 2026

Location: Jamestown Settlement, GPS: 2110 Jamestown Road, Williamsburg

8:30 a.m. **Administration & Personnel Committee**
Jamestown Settlement, Education Wing Classroom E

9:30 a.m. **JYF, Inc. Board of Directors Annual Meeting**
Jamestown Settlement, Education Wing Classrooms ABC

10:30 a.m. **Nominating Committee**
Jamestown Settlement, Education Wing Classroom E

11:00 a.m. **Joint JYF Executive and Finance Committees**
Jamestown Settlement, Education Wing Classrooms ABC

12:30 p.m. **Joint Business Session of the Combined Boards**
Jamestown Settlement, Education Wing Classrooms ABC
Lunch provided

A hospitality room/workspace will be available for board members and guests

JAMESTOWN-YORKTOWN FOUNDATION BOARD OF TRUSTEES
JAMESTOWN-YORKTOWN FOUNDATION, INC. BOARD OF DIRECTORS

JOINT MEETING OF THE BOARDS

Online Access for Meetings via Microsoft Teams

We understand that individual circumstances may occasionally make in-person attendance difficult. In those cases, virtual or phone participation through MS Teams can be accommodated, in accordance with VA Code 2.2-3708.3. Please note that a majority of the Board Trustee committee must be physically present at the meeting to approve member's remote participation/ability to vote. The JYF, Inc. Directors (private board) are not subject to the VA Code.

Wednesday, May 6, 2025: All Meetings

[Join the meeting now](#)

Meeting ID: 252 854 954 765 5

Passcode: 6QT6M6YE

Dial in by phone

[+1 434-230-0065,,293092911#](#)

Phone conference ID: 293 092 911#

Thursday, May 7, 2026: All Meetings
(Except the Nominating Committee)

Microsoft Teams

[Join the meeting now](#)

Meeting ID: 299 983 296 647 7

Passcode: TM7R3vq6

Dial in by phone

[+1 434-230-0065,,956047911#](#)

Phone conference ID: 956 047 911#

AGENDA

- I. Call to Order – Senator Norment**
- II. Approval of JYF Minutes: November 12, 2025 – Senator Norment**
(Action Required)
p. 11
- III. Jamestown-Yorktown Foundation, Inc. Initiatives – Mr. Hall**
- IV. Jamestown-Yorktown Educational Trust Report – Mr. Acuff**
- V. Executive Director’s Report – Ms. Coleman**
- VI. Committee Reports *(Action May be Required)***
 - A. Public Programming and Acquisitions Committee – Ms. Andrews
p. 52
 - B. Buildings & Grounds Committee – Chief Adkins
p. 21
 - C. Marketing Committee – Mrs. Chambers
p. 38
 - D. Administration & Personnel Committee – Delegate Fowler
p. 82
 - E. Nominating Committee – Mr. Dendy
p. 95
 - F. Executive and Finance Committees – Senator Norment and Delegate McQuinn
p. 99
 - 1. FY2026 Financial Update
 - 2. FY2027 Operating Budget
 - 3. JYF Code of Ethics

VII. Public Comment Period – Senator Norment

VIII. Other Business – Senator Norment

IX. Adjournment – Senator Norment (*Action Required*)

Mission

The Jamestown-Yorktown Foundation shall foster through its living-history museums – Jamestown Settlement and the American Revolution Museum at Yorktown – an awareness and understanding of the early history, settlement, and development of the United States through the convergence of American Indian, European, and African cultures and the enduring legacies bequeathed to the nation.

Chief Stephen R. Adkins, *Chair*
Delegate M. Keith Hodges, *Vice Chair*
Mrs. Ann Green Baise
Senator J. Daniel “Danny” Diggs
Mr. P. Thomas DiStanislao, III

Delegate Hyland F. “Buddy” Fowler, Jr.
Mr. Charles E. James, Sr.
Delegate Delores L. McQuinn
Mr. Fred Palmore, III (Inc. Liaison)
Delegate Luke E. Torian

AGENDA

- I. Call to Order – Chief Adkins**

- II. Approval of Minutes: November 12, 2025 – Chief Adkins**
(Action required)
p. 22

- III. Facilities Reports – Chief Adkins**
p. 25
 - A. Facilities Maintenance Report – Mr. Josh Cantrell
 - B. Ships Maintenance Report – Captain Eric Speth

- IV. Capital & Maintenance Reserve Projects Reports – Dr. Machie**
p. 33
 - A. Capital & Maintenance Reserve Projects Update
 - B. Deferred Maintenance Project Plan – *(Action Required)*

- V. Other Business – Chief Adkins**

- VI. Adjournment – Chief Adkins *(Action required)***

Jamestown-Yorktown Foundation
Board of Trustees
Marketing Committee

Wednesday, May 6, 2026
Jamestown Settlement
Classrooms A-B-C or Via Teams
2:45 PM

Mrs. Gloria M. Chambers, *Chair*
Vacant, *Vice Chair*
Mr. David Botkins
Ms. Jamie T. Burke

Ms. Helen Zadarlik Cousins*
Delegate M. Keith Hodges
Delegate Delores L. McQuinn
Mrs. Anne Marie Morgan
**Liaison from JYF, Inc.*

AGENDA

- I. Call to Order – Mrs. Chambers**
- II. Approval of Minutes – Mrs. Chambers (*Action Required*) Wednesday, November 12, 2025
p. 39**
- III. Opening Remarks & Meeting Framework – Mrs. Chambers**
- IV. Outlander Exhibition: Converting Fandom into Visitation – Mrs. Turner
p. 43**
- V. Virginia 250: Positioning JYF at the Center of History – Mrs. Turner
p. 45**
- VI. Reaching New Audiences: Our Growth Strategy – Mr. Forrester
p. 48**
- VII. Measuring What Matters: Strategy to Results – Mr. Forrester
p. 50**
- VIII. Board Engagement & Discussion – Mrs. Chambers**
- IX. Other Business – Mrs. Chambers**
- X. Adjournment – Mrs. Chambers (*Action Required*)**

Delegate Betsy Carr, *Chair, Public
Programming Committee*
Vacant, *Vice Chair, Public
Programming Committee*

Ms. Bentley Andrews, *Chair,
Acquisitions Committee*
Dr. Karin Wulf, *Vice Chair,
Acquisitions Committee*

AGENDA

- I. **Call to Order – Ms. Andrews**
- II. **Approval of Minutes – Ms. Andrews**
 - A. Public Programming Committee – Dr. Leftwich Wednesday, November 12, 2025
p. 54
 - B. Acquisitions Committee – Ms. Andrews
Tuesday, October 7, 2025
p. 60
- III. **Special Exhibition Updates – Dr. Leftwich**
 - A. *Outlander: Costumes Woven in Time* (March 6 – May 18, 2026)
 - B. *Give Me Liberty: Virginia and the Forging of a Nation* (July 1 – January 31, 2027)
 - C. *A Good and Just Peace?: 350 Years of Treaties, Broken Trust, and Tribal Sovereignty* (May 2027 – January 2028)
- IV. **Learning & Community Engagement – Ms. Meyer**
 - A. Learning Update
p. 66
 - B. Public Programs: Select 2026 Programs
p. 69
- V. **Maritime Program Update – Captain Speth**

- VI. Religion and Early America Initiative Update– Dr. Leftwich**
- VII. Curatorial Review: *Action Needed* – Mr. Hoilman and Mr. Stewart**
 - A. Conservation, Acquisitions, and Artifact Loans
p. 75
 - B. Annual Acquisitions Plan
p. 77
 - C. NAGPRA Update
- VIII. Other Business – Ms. Andrews**
- IX. Adjournment – Ms. Andrews (*Action Required*)**

**Jamestown-Yorktown Foundation
Board of Trustees
Administration & Personnel Committee**

**Thursday, May 7, 2026
Jamestown Settlement
Classroom E or Via Teams
8:30 AM**

Delegate Hyland F. Fowler, Jr., *Chair*
Mr. Charles E. James, Sr., *Vice Chair*
Chief Stephen R. Adkins, Sr.
Mrs. Laura W. Bailey
Mrs. Gloria M. Chambers
Senator J.D. (Danny) Diggs

Ms. Julianna (Julie) M. Dime
Mrs. Sue H. Gerdelman
Delegate C.E. (Cliff) Hayes
Senator Mamie E. Locke
Senator Ryan T. McDougle

AGENDA

- I. Call to Order – Delegate Fowler**
- II. Approval of Minutes: November 12, 2025 – Delegate Fowler (*Action Required*)**
p. 83
- III. Human Resource Metrics – Mrs. Shelhorse**
p. 88
- IV. HR Strategic Plan Updates – Ms. Flemming, Mr. Mozingo**
p. 91
- V. FY2026-27 Additional Budget Impacts – Mr. Nixon (*Action Required*)**
- VI. Other Business – Delegate Fowler**
- VII. Adjournment – Delegate Fowler (*Action Required*)**

Jamestown-Yorktown Foundation
Board of Trustees
Nominating Committee

Thursday, May 7, 2026
JS Ed Wing Classroom E
10:30 AM

Mr. H. Benson Dendy III, *Chair*
**Mr. Thomas K. Norment, Jr.,
*Vice Chair***
Mr. A. Marshall Acuff, Jr.
Ms. Julianna M. Dime

Ms. Suzanne O. Flippo
Senator Mamie E. Locke
Senator L. Louise Lucas
Speaker Don L. Scott, Jr.

AGENDA

- I. **Call to Order – Mr. Dendy**
- II. **Approval of Minutes: November 12, 2025 – Mr. Dendy (*Action Required*)**
p. 96
- III. **Board of Trustees Composition Update – Mr. Dendy**
p. 97
- IV. **Officer Elections: November 10, 2026, Meeting – Mr. Dendy**
- V. **Other Business – Mr. Dendy**
- VI. **Adjournment – Mr. Dendy (*Action Required*)**

**Jamestown-Yorktown Foundation
Executive and Finance Committees**

**Thursday, May 7, 2026
Jamestown Settlement Ed Wing
Classrooms ABC or Via Teams
11:00 AM**

**The Honorable Thomas K. Norment, Jr.
*Chair, Executive Committee***

**The Honorable Delores L. McQuinn,
*Chair, Finance Committee***

**Mrs. Sue H. Gerdelman,
*Vice Chair, Executive Committee***

***Vacant*
*Vice Chair, Finance Committee***

AGENDA

- I. Call to Order – Senator Norment**
- II. Approval of Minutes: November 12, 2025 – Senator Norment** (*Action Required*)
p. 100
- III. FY2026 YTD Financial Report through March 31 – Delegate McQuinn**
p. 103
- IV. Proposed FY2027 Annual Operating Budget – Delegate McQuinn**
(*Action Required*)
p. 107
- V. JYF Code of Ethics: Required Revision – Senator Norment** (*Action Required*)
p. 110
- VI. Executive Director’s Performance Report - Delegate Fowler**
(*Closed Session*)
- VII. Other Business – Senator Norment**
- VIII. Adjournment – Senator Norment** (*Action Required*)