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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](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/](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 1 Trustee Member Files, 1932-2012

Series 1 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.

<table>
<thead>
<tr>
<th>Box 1</th>
<th>Folder 1</th>
<th>Lists of Trustees, 1985-2006 and undated [restricted] (intermittent years; may include date of first election, occupation, and contact information)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Folder 3</td>
<td>Lists of term lengths of Trustees by class, 1989-2002</td>
</tr>
<tr>
<td></td>
<td>Folders 4-5</td>
<td>Lists of mailing addresses of Trustees, 1987-2002; 2005</td>
</tr>
<tr>
<td></td>
<td>Folder 6</td>
<td>Lists of Trustees citing their committee memberships, 1998-1999 &amp; undated</td>
</tr>
<tr>
<td></td>
<td>Folders 7-8</td>
<td>Lists of Trustee committees citing their members, 1987-1995; 1998-2001</td>
</tr>
<tr>
<td></td>
<td>Folder 9</td>
<td>Memorandums &amp; charts of giving histories of Trustees, 1992-1999 &amp; undated [restricted]</td>
</tr>
<tr>
<td></td>
<td>Folder 10</td>
<td>Trustees gifts of magazine subscriptions, 2002</td>
</tr>
</tbody>
</table>

**Individual Board of Trustee Members**

- Folder 11: James B. Adler, 1999; 2005 [restricted]
- Folder 12: Samuel Alward, 1993; 2000-2001 [restricted]
- Folder 14: Max N. Berry (and Heidi L. Berry), 1987-2002 [restricted]

<table>
<thead>
<tr>
<th>Box 2</th>
<th>Folder 1</th>
<th>Luther W. Brady, Jr., M.D., 2001-2010 [restricted]</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Folder 2</td>
<td>Carolyn Schwenker Brody, 1994-2003 [restricted]</td>
</tr>
<tr>
<td></td>
<td>Folder 3</td>
<td>Donald A. Brown, 1986-2002 [restricted]</td>
</tr>
</tbody>
</table>
Individual Board of Trustee Members cont'd.

Box 2 cont'd. Folder 5 Oliver T. Carr, Jr., 1984-1989 [restricted]
Folder 6 John W. Chandler, 1997-2001 [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, Honorable, 1982-2005 [restricted]
Folder 2 Brian D. Dailey, Dr., 2005 [restricted]
Folder 3 John D. Deardourff, 1990 [restricted]
Folder 4 Alan Maxwell Fern, 1989-2005 [restricted]
Folder 5 Jonathan Fineberg, Dr., 2005 [restricted]
Folder 6 Gerald W. Fischer, Dr., 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 6 John Roderick Heller, III, 2000-2005 [restricted]
Folder 7 Bonnie Himmelman, 1997-2005 [restricted]
Folder 8 Margaret Stuart Hunter, 2005 & undated [restricted]
(includes documents of her husband Vernon E. Jordan, 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. Ledecky, 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 cont'd.**
- Folder 10: Henry A. Millon, 2001-2003 [restricted]
- Folder 13: Gifford Phillips, 1997 & undated [restricted]
- Folder 14: Jennifer Stats Phillips (Mrs. Laughlin Phillips), 1986-2004 [restricted]

**Box 6**
- Folder 5: Sharon Percy Rockefeller, 1999-2005 [restricted]
- Folder 6: James S. Rosebush, 1999-2004 [restricted]
- Folder 8: Donald C. Roth, 2007 [restricted]
- Folder 9: Susan Rothenberg, 2006 [restricted]
- Folder 10: Thomas D. Rutherfoord, 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 10: Thomas E. Wheeler, 1999 [restricted]
- Folder 11: John C. Whitehead, 1989-1997 [restricted]
- Folder 12: Ian Woodner, 1984-1990 [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.

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 also: 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 also: 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.

Phillips Memorial Art Gallery, 1 volume:

Box 10

<table>
<thead>
<tr>
<th>Folder</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Binder (empty) entitled Phillips Memorial Art Gallery, 1v. (disbound &amp; contents rehoused into folders 2-62)</td>
</tr>
<tr>
<td>2</td>
<td>Certificate of Incorporation (two typescripts; signed &amp; notarized), July 23, 1920</td>
</tr>
<tr>
<td>3</td>
<td>By-Laws of Phillips Memorial Gallery, [1920]</td>
</tr>
<tr>
<td>4</td>
<td>Incorporators and Members, first meeting, July 23, 1920</td>
</tr>
<tr>
<td>5</td>
<td>Trustees, first meeting, July 23, 1920</td>
</tr>
<tr>
<td>6</td>
<td>Members annual meeting, February 16, 1921</td>
</tr>
<tr>
<td>7</td>
<td>Trustees annual meeting, February 16, 1921</td>
</tr>
<tr>
<td>8</td>
<td>Members annual meeting, February 15, 1922</td>
</tr>
<tr>
<td>9</td>
<td>Members annual meeting, February 21, 1923</td>
</tr>
<tr>
<td>10</td>
<td>Trustees annual meeting, February 21, 1923</td>
</tr>
<tr>
<td>11</td>
<td>Trustees special meeting, May 12, 1923</td>
</tr>
<tr>
<td>12</td>
<td>Members special &amp; adjourned annual meeting, May 12, 1923</td>
</tr>
<tr>
<td>13</td>
<td>Trustees annual meeting, May 12, 1923 (with Certificate of Change of Name of Phillips Memorial Gallery, from DC’s Office of the Recorder of Deeds)</td>
</tr>
<tr>
<td>Box 10 cont’d. Folder 14</td>
<td>Members annual meeting, February 20, 1924</td>
</tr>
<tr>
<td>--------------------------</td>
<td>------------------------------------------</td>
</tr>
<tr>
<td>Folder 15</td>
<td>Members annual meeting, February 18, 1925</td>
</tr>
<tr>
<td>Folder 16</td>
<td>Trustees annual meeting, February 18, 1925</td>
</tr>
<tr>
<td>Folder 17</td>
<td>Members annual meeting, February 17, 1926</td>
</tr>
<tr>
<td>Folder 18</td>
<td>Trustees annual meeting, February 17, 1926</td>
</tr>
<tr>
<td>Folder 19</td>
<td>Members special meeting, July 12, 1926</td>
</tr>
<tr>
<td>Folder 20</td>
<td>Members annual meeting, February 17, 1927</td>
</tr>
<tr>
<td>Folder 21</td>
<td>Trustees annual meeting, February 17, 1927</td>
</tr>
<tr>
<td>Folder 22</td>
<td>Members special meeting, May 27, 1927</td>
</tr>
<tr>
<td>Folder 23</td>
<td>Trustees special meeting, May 27, 1927</td>
</tr>
<tr>
<td>Folder 24</td>
<td>Members annual meeting, February 15, 1928</td>
</tr>
<tr>
<td>Folder 25</td>
<td>Trustees annual meeting, February 15, 1928</td>
</tr>
<tr>
<td>Folder 26</td>
<td>Trustees annual meeting, Feb. 20, 1929 &amp; March 5, 1929</td>
</tr>
<tr>
<td></td>
<td>Members annual meeting, March 5, 1929</td>
</tr>
<tr>
<td>Folder 27</td>
<td>Members annual meeting, November 15, 1930</td>
</tr>
<tr>
<td></td>
<td>Trustees annual meeting, November 15, 1930</td>
</tr>
<tr>
<td>Folder 28</td>
<td>Trustees special meeting, June 20, 1932</td>
</tr>
<tr>
<td>Folder 29</td>
<td>Trustees annual meeting, January 8, 1936</td>
</tr>
<tr>
<td>Folder 30</td>
<td>Trustees special meeting, March 24, 1936</td>
</tr>
<tr>
<td>Folder 31</td>
<td>Members special meeting, June 17, 1936</td>
</tr>
<tr>
<td>Folder 32</td>
<td>Trustees special meeting, May 26/27, 1937</td>
</tr>
<tr>
<td>Folder 33</td>
<td>Members special meeting, June 11, 1937</td>
</tr>
<tr>
<td>Folder 34</td>
<td>Trustees special meeting, September 10, 1937</td>
</tr>
<tr>
<td>Folder 35</td>
<td>Members special meeting, November 17, 1937</td>
</tr>
<tr>
<td>Folder 36</td>
<td>Trustees special meeting, March 18, 1938</td>
</tr>
<tr>
<td>Folder 37</td>
<td>Trustees special meeting, June 30, 1939</td>
</tr>
<tr>
<td>Folder 38</td>
<td>Trustees special meetings, July 7 &amp; 8, 1939</td>
</tr>
<tr>
<td>Folder 39</td>
<td>Members annual meeting, February 19 &amp; 26, 1941</td>
</tr>
<tr>
<td>Folder 40</td>
<td>Trustees annual meeting, February 19 &amp; 26, 1941</td>
</tr>
<tr>
<td>Folder 41</td>
<td>Trustees special meeting, June 13, 1941</td>
</tr>
<tr>
<td>Folder 42</td>
<td>Trustees special meeting, June 27, 1941</td>
</tr>
<tr>
<td>Folder 43</td>
<td>Trustees special meeting, September 27, 1941</td>
</tr>
<tr>
<td></td>
<td>(acquisition of property lots 7, 8, and 9, Square 2512)</td>
</tr>
<tr>
<td>Folder 44</td>
<td>Trustees special meeting, December 10, 1941</td>
</tr>
<tr>
<td>Folder 45</td>
<td>Members annual meeting, February 18, 1942</td>
</tr>
<tr>
<td>Folder 46</td>
<td>Trustees annual meeting, February 18, 1942</td>
</tr>
<tr>
<td>Folder 47</td>
<td>Trustees special meeting, June 1, 1942</td>
</tr>
<tr>
<td></td>
<td>(concerning employment of C. Law Watkins)</td>
</tr>
<tr>
<td>Folder 48</td>
<td>Trustees annual meeting, February 24, 1943</td>
</tr>
<tr>
<td>Folder 49</td>
<td>Trustees annual meeting, February 22, 1944</td>
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<tr>
<td>Folder 50</td>
<td>Trustees annual meeting, February 21, 1945</td>
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<tr>
<td>Folder 51</td>
<td>Trustees annual meeting, February 20, 1946</td>
</tr>
<tr>
<td>Folder 52</td>
<td>Trustees annual meeting, April 9, 1947</td>
</tr>
</tbody>
</table>
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 Certificate of Change of Name of Phillips Memorial Gallery, 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 12, 1958 (plans to demolish 1612, 1614, 1616 21st Street, NW)
Folder 61 Trustees special meeting, November 12, 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)
Folder 62 Trustees special meeting, December 22, 1958

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 cont'd. 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 cont’d. 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 also: 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 cont'd. 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?]:

<table>
<thead>
<tr>
<th>Box 27</th>
<th>Folder 1</th>
<th>Committee on Scope &amp; Plan;</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>– Committee on Publications</td>
</tr>
<tr>
<td></td>
<td>Folder 2</td>
<td>– Committee on Choice of Architecture</td>
</tr>
<tr>
<td></td>
<td>Folder 3</td>
<td>– Committee on Memorial Donations [of art]</td>
</tr>
<tr>
<td></td>
<td>Folder 4</td>
<td>– Committee on Additional Financial Resources</td>
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<td></td>
<td>Folder 5</td>
<td>– Committee on Art Library</td>
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<td></td>
<td>Folder 6</td>
<td>– Committee on Interior Decoration</td>
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<tr>
<td></td>
<td>Folder 7</td>
<td>– Committee on Drama, Music and Lectures</td>
</tr>
</tbody>
</table>
**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 cont’d.**

<table>
<thead>
<tr>
<th>Folder</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Executive Committee action taken, November 1-2, 1989 (fine arts insurance)</td>
</tr>
<tr>
<td>9</td>
<td>Executive Committee, 1990 budget, February 16, 1990</td>
</tr>
<tr>
<td>10</td>
<td>Executive Committee action taken, April 30-May 1, 1990 (loan approval of Cezanne’s <em>Mte Sainte Victoire</em>)</td>
</tr>
<tr>
<td>11</td>
<td>Executive Committee meeting, October 29, 1990</td>
</tr>
<tr>
<td>12</td>
<td>Executive Committee action taken, March 20-28, 1991 (establishment of permanent endowment – NEA)</td>
</tr>
<tr>
<td>13</td>
<td>Executive Committee action taken, April 3-10, 1991 (loan approval of Eakins’ <em>Amelia Van Buren</em>)</td>
</tr>
<tr>
<td>14</td>
<td>Executive and Finance Committees joint meeting, November 25, 1991</td>
</tr>
<tr>
<td>15</td>
<td>Executive Committee action taken, December 9, 1991 (decision to retain search firm)</td>
</tr>
<tr>
<td>16</td>
<td>Executive Committee resolution, February 14, 1992 (adoption of a 403(b) employee retirement plan; &amp; consent signed December 1991)</td>
</tr>
<tr>
<td>17</td>
<td>Executive Committee action taken, October 14, 1992 (repayment of Industrial Revenue Bond)</td>
</tr>
</tbody>
</table>
Box 27 cont’d. Folder 18 Executive and Finance Committees joint meeting, December 17, 1992
Folder 19 Executive Committee action taken, July 9-26, 1993 (Rider 9 & Amendment 1 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 / Americans in Paris 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
<table>
<thead>
<tr>
<th>Box 28 cont’d. Folder 26</th>
<th>Executive Committee meeting, February 20, 2001</th>
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</thead>
<tbody>
<tr>
<td>Folder 27</td>
<td>Executive Committee meeting, April 17, 2001</td>
</tr>
<tr>
<td>Box 29</td>
<td>Folder 1</td>
</tr>
<tr>
<td>Folder 2</td>
<td>Executive Committee meeting, September 25, 2001</td>
</tr>
<tr>
<td></td>
<td>(includes resolution on sale of building at 1618 21st Street)</td>
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<tr>
<td>Folder 3</td>
<td>Executive Committee meeting, October 18, 2001</td>
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<td>Folder 4</td>
<td>Executive Committee meeting, January 15, 2002</td>
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<td>Folder 5</td>
<td>Executive Committee meeting, February 19, 2002</td>
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<td>Folder 6</td>
<td>Executive Committee meeting, May 21, 2002</td>
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<td>Folder 7</td>
<td>Executive Committee meeting, July 16, 2002</td>
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<td>Folder 8</td>
<td>Executive Committee meeting, October 22, 2002</td>
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<td>Folder 9</td>
<td>Executive Committee meeting, November 19, 2002</td>
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<td>Folder 10</td>
<td>Executive Committee meeting, January 21, 2003</td>
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<td>Executive Committee meeting, February 19, 2003</td>
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<td>Executive Committee meeting, April 15, 2003</td>
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<td>Folder 13</td>
<td>Executive Committee meeting, May 20, 2003</td>
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<td>Folder 14</td>
<td>Executive Committee meeting, September 3, 2003</td>
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<td>Folder 15</td>
<td>Executive Committee meeting, October 21, 2003</td>
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<td>Folder 16</td>
<td>Executive Committee meeting, November 17, 2003</td>
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<td>Folder 17</td>
<td>Executive Committee meeting, February 24, 2004</td>
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<tr>
<td>Folder 18</td>
<td>Executive Committee meeting, April 27, 2004</td>
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<tr>
<td>Folder 19</td>
<td>Executive Committee meeting, May 18, 2004</td>
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<tr>
<td>Folder 20</td>
<td>Executive, Finance, and Development &amp; Campaign Committees joint meeting, July 30, 2004</td>
</tr>
<tr>
<td>Folder 21</td>
<td>Executive Committee meeting, November 16, 2004</td>
</tr>
<tr>
<td>Folder 22</td>
<td>Executive &amp; Trusteeship Committees joint meeting, January 25, 2005</td>
</tr>
<tr>
<td>Folder 23</td>
<td>Executive Committee meeting, March 9, 2005</td>
</tr>
<tr>
<td>Folder 24</td>
<td>Executive Committee, Communications Department activity report, April 19, 2005</td>
</tr>
<tr>
<td>Folder 25</td>
<td>Executive Committee meeting, January 18, 2007</td>
</tr>
<tr>
<td>Folder 26</td>
<td>Executive Committee meeting, March 12, 2007</td>
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<tr>
<td>Folder 27</td>
<td>Executive Committee meeting, April 19, 2007</td>
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<tr>
<td>Folder 28</td>
<td>Executive Committee meeting, May 17, 2007</td>
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<tr>
<td>Folder 29</td>
<td>Executive Committee meeting, July 19, 2007</td>
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<tr>
<td>Folder 30</td>
<td>Executive Committee meeting, September 11, 2007</td>
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<tr>
<td>Folder 31</td>
<td>Executive Committee meeting, October 18, 2007</td>
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<tr>
<td>Folder 32</td>
<td>Executive Committee meeting, November 15, 2007</td>
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<tr>
<td>Folder 33</td>
<td>Executive Committee meeting, February 28, 2008</td>
</tr>
<tr>
<td>Folder 34</td>
<td>Executive Committee meeting, April 30, 2008</td>
</tr>
</tbody>
</table>
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) |
| Box 30 | Folder 2 | Nominating Committee meeting, November 20, 1989 |
| Box 30 | Folder 3 | Nominating Committee memo & letter, 1990 (status of Donald Petersen, Ford Motor Company) |
| Box 30 | Folder 4 | Nominating Committee memorandum, March 29, 1993 |
| Box 30 | Folder 5 | Nominating Committee meeting, April 14, 1994 |
| Box 30 | Folder 6 | Nominating Committee meeting, October 18, 1994 |
| Box 30 | Folder 7 | Nominating Committee meeting, February 14, 1995 |
| Box 30 | Folder 8 | Nominating Committee meeting, May 3, 1995 |
| Box 30 | Folder 9 | Nominating Committee meeting, May 9, 1996 |
| Box 30 | Folder 10 | Nominating Committee meeting, October 16, 1996 |
| Box 30 | Folder 11 | Nominating Committee memorandum, 1997 (possible trustees John W. Chandler & Susie Gelman) |
| Box 30 | Folder 12 | Nominating Committee meeting, February 25, 1998 |
| Box 30 | Folder 13 | Nominating Committee meeting, May 21, 1998 |
| Box 30 | 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 that 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 cont’d. 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 cont'd. 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 cont’d. 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 also: 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 cont’d. 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 cont’d. 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  Finance Committee meeting, March 12, 2004  
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
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<th>Investment Subcommittee meeting, February 16, 2007</th>
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<td>Folder 12</td>
<td>Finance Committee meeting, March 29, 2007</td>
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<td>Finance Committee meeting, May 9, 2007</td>
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<td>Folder 14</td>
<td>Finance Committee, investment quarterly report</td>
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<td>(Prime, Buchholz &amp; Assoc.), March 31, 2008</td>
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<td>Folder 15</td>
<td>Finance &amp; Development Committee joint meeting,</td>
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<td>June 26, 2008</td>
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<td>Folder 16</td>
<td>Finance Committee, investment quarterly report &amp;</td>
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<td></td>
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<td>data (Prime, Buchholz &amp; Assoc.), June 30, 2008</td>
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<td>Folder 17</td>
<td>Investment Subcommittee meeting, November 18, 2008</td>
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<tr>
<td></td>
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<td>(includes investment performance report – Prime,</td>
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<td></td>
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<td>Buchholz &amp; Assoc. – September 30, 2008)</td>
</tr>
</tbody>
</table>

| 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 (note: continues in Box 41)

Box 41
Folder 1 Audit & Finance Committees joint meeting, September 14, 1990 (cont’d. from Box 40)
Folder 2 Audit Committee meeting, June 18, 1991
Folder 3 Audit & Finance Committees joint meeting, October 22, 1991
Box 41 cont’d. 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 1, box 1, 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 1**  Development & Public Affairs Committee meeting, October 4, 1989
Box 43 cont’d. 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 cont’d. 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 1, box 1, 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 cont’d. 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 also: 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
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
Folder 14 Tasks to be accomplished,
   – memorandum, drafts, working lists, 1990-1992

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 cont’d. 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 18 Endowment Campaign planning meeting, June 14, 1993
Folder 19 Campaign Planning Committee meeting, July 12, 1993
Box 47 cont’d. 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, et al)
   [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, box10, 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 *The Uprising*)
Folder 11 Arts Committee action taken without a meeting, May 2-13, 1991 (loan approval of de Staël’s *Le Parc de Sceaux*)
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 *Ocean Park* 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 cont’d.**

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<th>Folder</th>
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<td>Folder 20</td>
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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 cont’d. 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 cont’d. 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
Box 51 cont’d. 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, A Dialogue with Nature 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
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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 Traceries 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 Traceries 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

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