

Ahoy!

The Mariners' Museum and Park
FALL/WINTER 2022



Growing the Next Generation

Moving Toward The Mariners' Second Century

Message from the President

Dear Mariners' Family,

The leaves are changing here in Newport News, and I am fresh off of participating in our first "test" community paddle on Mariners' Lake, designed for our team to learn as much as we can about our guest experience on the Lake ahead of our public opening next spring. I could not be in a better place!

I can't help but highlight the strong "Growth" theme throughout this issue of *Ahoy!* Much of the growth described in the following pages is quantifiable:

- Our digitization program's growth is measured by the number of digital assets. As we add digital assets, our team grows our global reach.
- Our team is growing. Director of Conservation Will Hoffman shares that our Conservation team has grown from seven to 12 people over the past five years. Additionally, our Education team has grown from three to nine people over the past four years, allowing us to serve more kids. Earlier this October, The Mariners' team grew to more than 100 paid staff for the first time in more than a decade!
- Our growing endowment allows us to be ever more strategic and sustainable, which ultimately grows the impact of our mission.

We are growing in a lot of other ways, as well. We are applying the principles in Eric Ries's *The Lean Startup* to completely transform how we provide value to the diverse audiences in the community we serve. These "lean" or "agile" principles value *learning* above all else. Nothing defines a growth mindset like a singular focus on learning.

If we can humble ourselves to the point of really *learning* how we can best provide value to the many segments of the local, national, and global communities we serve, and if we can execute well in delivering that value, we give ourselves the best chance to have the kind of positive impact that our mission, partners, and supporters expect of us.

I think you will be blown away to see how our team is figuring out how to apply "lean" principles Museum-wide — from how we design and build our galleries, to how we engage with three- and four-year-old kids from the Peake Childhood Center, to how we are reintroducing kayaks to Mariners' Lake. Even the eelgrass you will read about on page 11 serves as a metaphor for the overall growth we are experiencing!

I am excited for you to read about the work of our amazing team, to check out the brand-new website, and to visit *your* Museum. Please reach out to us with your thoughts and ideas — learning from YOU is as important to our growth as anything else!



Howard H. Hoege III
President and CEO



The Mariners' Museum and Park

Howard H. Hoege III
President and CEO

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The Mariners' History Educator Lydia Hester leads students from Peake Childhood Center in a game during the program "Seeing Shapes All Around."

PHOTO: AMANDA SHIELDS



Hardison

Meet a Mariner

On a cold and windy fall day, Adam Duncan brought his three-month-old son Hardison to The Mariners' Museum and Park for the first time. Adam was familiar with the Museum, but it was only after bringing Hardison that he realized this was a place his family would enjoy together. Adam says since Hardison was an infant, he seemed fascinated by the many things to see in the galleries. Adam introduced his parents, David and Teresa, to the Museum shortly after that. The Duncans joined the Museum as Members and bring Hardison to The Mariners' often.

Hardison's grandfather has brought him to the Museum more times than he can count, and the family agrees that Hardison, now three years old, has benefited tremendously from these experiences. Hardison loves The Mariners' so much that his first multi-syllable word was "museum"!

Maria Hepner, retail specialist, came to know Hardison and his grandfather as they always stopped by the Mariners' Gift Shop on their visits. Now, Maria calls David when new touch-sensory children's books arrive – Hardison's favorites! When Maria shared the story of this frequent young visitor with the Membership team, they presented Hardison with his very own Membership card, which he proudly shows off when he visits. The Mariners' has much to offer, but its greatest asset is its team members, who build relationships and foster a sense of belonging for visitors like Hardison.

On a recent visit, it was clear that this energetic toddler knows his way around, directing which gallery to explore next, his grandparents in tow. The Duncans explained that spending time in a museum that is accessible for a child his age and height is so rewarding. Between coloring at the #iamaMariner wall, looking into ship model vitrines at his eye level, and racing up the ramps in the International Small Craft Center to get an aerial view of the boats, Hardison feels comfortable and included while he explores the Museum.

The newly opened Lil' Mariners' Play Zone was a welcome new experience for the Duncan family. Hardison loves playing hide and seek in the tunnel and riding the see-saw. Hardison and his grandfather learn new adjectives and practice naming colors and shapes while they play, adding further enrichment to Hardison's visits.

The Mariners' is proud to be a place where children have fun and discover new things over the years, a place that is relevant to everyone, regardless of age. As Adam Duncan says, "It's amazing to see how Hardison's love for this Museum keeps growing. From the way it's going so far, our family knows where we'll be spending time together for many years to come!" The entire Mariners' family is glad to introduce you to this special mariner.

Olivia Harding
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Hardison explores everything he can, inside and out, every time he visits The Mariners' with his grandparents, David and Teresa Duncan.



The Farquhar Celestial Navigation Sphere Device 1x3, ca. 1953, shows observers the sky as it is at any time of day, any day of the year, and from any place on Earth. The Mariners' Museum and Park 1953.0021.000001

PHOTO: BROCK SWITZER

Digitization

A Global Transformation for Collection Access

We live in an increasingly digital world, a fact made abundantly clear during the pandemic. Everyone had to learn how to manage their lives from their home computers. Cultural heritage institutions are no exception to this global digitization. There is a growing demand for organizations to provide accurate digital reproductions of their collection materials to patrons around the globe.

The Mariners' Digital Services team, formerly known as Photographic Services, has been hard at work since 2011 to produce digital assets of its Collection. Before then, the Museum used film, which is still stored in the Archives. The process to retrieve an image could take days or even weeks if someone requested multiple images. Once a patron had a chance to physically hold a slide version of a requested image, Museum staff would develop the film using a darkroom. However, since the digital initiative began, the Digital Services team can now serve audiences sometimes in a matter of minutes with the Museum's user-friendly online catalog that is updated nightly.

A matrix-based strategy balances internal requests from The Mariners' team for educational enrichment programs, curatorial research, and live and virtual programs. External requests from partner institutions, researchers, authors, genealogists, and others are responded to on-demand. Both methods increase the Museum's digital assets, making them available to anyone who may wish to see them.

A digital asset management system (DAM), known as the Widen Collective, makes this possible. The Collective allows storing, organizing, sorting, and managing the Mariners' catalog of more than 198,000 digital assets. This includes images of the Collection and photographs documenting events, conservation treatments, and other noteworthy activities around the Museum and Park. The assets on the DAM have increased by nearly 12 percent since 2019.



The ever-growing catalog of digital assets allows the Museum team to quickly and efficiently provide images to the global community. However, the focus is not only on current demand but also on the longevity of the assets. The Museum aligns with the Federal Agencies Digitization Guidelines Initiative (FADGI) standards. FADGI is a set of recommendations that mandate aspects of digital assets such as resolution, color space, and format to provide images with the longest possible life. Technology is ever-evolving, but by maintaining high standards, The Mariners' can expect decades of life from its files.

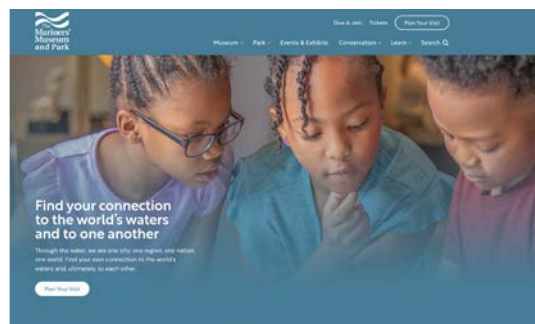
While it is impressive that The Mariners' has produced about 140,000 digital images of its Collection materials, much work remains as this represents only 7 percent of the Museum's Collection of more than two million holdings. The Digital Services team is committed to producing high-quality digitization that provides global access to its world-class Collection. Digital access also reduces the need for the physical handling of items, thus promoting the preservation of its artifacts.

Brock Switzer
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*Above: Digital Services intern
Emily Ransone scans a glass plate negative.*

Have You Explored The Mariners' New Website?

Earlier this fall, The Mariners' launched a new website! The team worked diligently over the last year to create a visually rich experience for online visitors. While creating content, the guiding star was to evoke a sense of connection to our shared maritime heritage and increase access to the incredible stories the Museum's Collection holds. Team members threaded stories across the site that are unique to The Mariners' and unique to the communities it serves. The new website is yet another way the Museum strives to deliver excellence and connect mariners everywhere, whether through in-person experiences or learning online. And a side bonus? Navigation of the site is simplified, and search is improved, as is overall functionality. Enjoy discovering new connections on the new website.



MarinersMuseum.org

Making Moves

in the Batten Conservation Complex

When the Batten Conservation Complex was completed in 2007, it ushered in the beginning of a heritage conservation program at The Mariners' Museum and Park. The 20,000-square-foot facility houses a large industrial wet laboratory, a clean laboratory for treating small- to mid-sized artifacts, and a dedicated collection storage area. Since its inception 15 years ago, the laboratory's primary focus has been the conservation and preservation of USS *Monitor* archaeological artifacts. Recognizing the need to expand care for the variety of its collections, in 2017, The Mariners' Museum established an institutional-wide conservation program. A primary tenet of the Museum is to be Collections-Based and Community-Focused, which means access to the Collection is paramount. From books to maps to navigational instruments to full-sized small craft, these items are the mediums for the stories of the people that made and used them. The Mariners' mission is to tell those stories, and objects need to be in a stable condition allowing them to be exhibited.

To begin addressing the needs of the entire Collection, the Conservation Department has expanded to include paper conservation, object conservation, and conservation science, growing the Conservation team from seven members to 12. In tandem with the increase in personnel, the facility was expanded and reorganized. Paper conservation requires specialized equipment, so the clean lab required renovation to accommodate it and other new conservation specialties. This work culminated in 2020 with the installation of windows into the clean lab, providing clear access for the public to see behind-the-scenes care of the Collection.

Although much progress has been made over the last five years, much work remains to grow the Conservation team and increase capability within the laboratory. A recent example is the relocation of the department's x-radiography booth.

X-radiography is one of the first go-to analytical tools used by conservators to provide insight into the condition of objects under their care. The technique enables them to see inside objects and better understand condition issues not visible from the outside – super useful! In addition, it allows the Museum to learn more about how the objects were made and used, adding depth to the stories that can be shared about them.

Previously, there was limited ability to use the x-ray by conservators working on Museum Collection items. The x-ray unit was located within the wet lab, a large semi-climate-controlled space. It was originally installed there to examine wet, marine-encrusted *Monitor* artifacts. Due to the wet lab's high humidity and temperatures most of the year, conservators had limited opportunities to x-ray delicate, fragile objects.

Over the last six months, with generous support from The Bronze Door Society and other donors, the Conservation Department has been able to upgrade its x-ray processing system. The x-ray booth was relocated from the wet lab to the adjacent collection storage room in August. This move not only grows the ability to care for and learn more about objects in the Museum's Collection, but it also expands the open footprint of the wet lab, providing much-needed space to advance the treatment of USS *Monitor* artifacts.

Will Hoffman

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Assistant Archaeological Conservator Olivia Haslam (*left*) and Archaeological Conservator Lesley Haines at work in the recently relocated x-ray booth. They are preparing to x-ray a boot recovered from USS *Monitor*'s turret.

PHOTO: AMANDA SHIELDS





A Sailor's Boot? Yes, Really!

Side view x-ray of a leather boot raised from within USS *Monitor*'s turret in 2002. Along the bottom edge of the boot's sole, copper-alloy tacks are visible, revealing its construction. Creases in the boot's surface can be seen due to the variation in leather thickness in certain places. This artifact has been x-rayed twice. Conservators wanted to evaluate the condition of the tacks since the boot was initially excavated by comparing the new x-ray to one taken shortly after the object's recovery.

Learn more about Conservation:
MarinersMuseum.org/Conservation

Build. Measure. Learn.

During the pandemic, when most of The Mariners' team was working from home, Museum President Howard H. Hoege asked leaders across the Museum to read *The Lean Startup* by Eric Ries.¹ This book offers a strategic road map for entrepreneurs. It might not be immediately apparent what a book meant for the competitive corporate world of startup companies has to do with a 92-year-old institution like The Mariners', but stay tuned.

The Lean Startup offers an approach for companies operating in climates of extreme uncertainty to produce products that consumers need in the most capital-efficient manner possible. Ries suggests companies ask, "Why bother creating a product if there is no audience for it?" In other words, The Mariners' could spend millions of dollars building the most high-tech, flashy exhibit around, but if no one is interested in the story it tells, then what is the point? The Lean Startup method is grounded in a three-step cycle: 1) build, 2) measure, and 3) learn. It sounds simple enough, but each step comes with layers of complexity.

The first step, "build," requires companies to clearly define how they intend to provide value to their customers. "Customers," in The Mariners' case, translates into the communities it serves. A little over a year ago, the longstanding *Ages of Exploration* gallery was deinstalled to make room for a new gallery that would reimagine the way stories of exploration are shared. Over the summer, the new exploration gallery went through the "build" phase of identifying the target audience and their specific need(s). The team decided that the 3,000 third-grade students from Newport News and Hampton that visit the Museum annually for an educational enrichment program focused on exploration would serve as the primary audience.

After weeks of discussion and research, two significant areas of need for the students were identified: 1) the need for out-of-classroom experiences that enhance the standard classroom curriculum, and 2) the need for community engagement that fosters a sense of belonging. The unique approach to meeting those needs is to redefine the in-gallery experience by creating a space where kids can be kids. The new gallery will feature several hands-on interactives, and the content will help students begin to see themselves as part of the larger community of mariners.

Applying the Lean Startup strategy to this project has allowed the team to be laser focused on the primary audience's needs and make informed decisions based on those needs. This winter, the Museum will open the gallery to third-grade students from Newport News and Hampton as the team moves into the "measure" phase, where evaluation becomes the new focus.

Embracing the Lean Startup method has been a serious game changer for The Mariners'. Although designed with revenue-driven businesses in mind, the team supports this way of operating, resulting in stronger, committed servant leaders.

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1. Eric Ries. *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. New York: Crown Business, 2011.





“ ... help students
begin to see themselves
as part of the larger
community of mariners. ”





LITTLE MARINERS ... BIG IMPACT

Sounds of laughter and little feet pounding down the ramp echo throughout The Mariners' International Small Craft Center as a group of three- and four-year-olds, scavenger hunts in hand, race to find their favorite vessel. "That looks like a 'queen boat!' That's my favorite!" one little girl says excitedly. She points to the Venetian gondola, a regal craft decorated with lavish gold trim.

Early in 2022, The Mariners' Education team embarked on a new voyage to develop in-person educational enrichment programs for preschool-aged children. At first, engaging preschoolers in a maritime museum seemed challenging. Their burgeoning reading skills, small stature, and unfamiliarity with the subject matter were considerations quite different from designing Collections-Based programs for older students.

This challenge, however, was one worth tackling. Recent scholarship suggests that serving this age group is crucial in reaching the community as a whole. Education professionals with the American Alliance of Museums wrote, "A child's early years are a critically important time when they are developing key academic, social, and cognitive skills that will determine success later in life. Museums are poised to nurture and support this success."¹



The Mariners' Museum has been implementing the framework of Eric Reis's Lean Startup principles, a process in which products are tested and adapted to meet the needs of the audience, resulting in greater efficacy. For educators, Lean Startup methods inform program development by providing a process to identify specific audiences, their needs, and how the Museum uniquely meets those needs. Applying these principles to developing early childhood programming was made possible by the Museum's partnership with Peake Childhood Center (PCC) in Hampton. Conversations with PCC staff helped identify guidelines for effective and fun experiences and ensured programs would be informed by the actual needs of students, not just educators' best guesses. PCC also provided curriculum guidance and requested specific components, including STEM content, outdoor education, and exploration of the Museum's galleries.



The first program in April included exploration of shapes in the natural world — taking advantage of the Living Collection, the Bumblebee Learning Garden, and the new Lil' Mariners' Play Zone. Students floated like butterflies and buzzed like bees on a scavenger hunt to find shapes all around them. In August, students investigated the concept of buoyancy in a STEM activity. They explored the Museum's Collection on a scavenger hunt through the International Small Craft Center, where they searched for numbers, colors, shapes, and sizes among the watercraft.

1. Hindley, et al. "Why Should Museums Care About Young Children," September 18, 2017. *American Alliance of Museums blog*.

Working with these energetic, adorable young mariners has taught the Education team a lot! PCC's first visit to the Museum demonstrated the importance of filling each moment with activity. Adding more physical movement and games reinforced key concepts while working the "wiggles" out in fun ways. Museum educators also realized that having students complete scavenger hunts in pairs was far more effective than working individually. The children shared their experiences with a friend while building teamwork skills. Implementing these changes resulted in greater student engagement and more effective programming.



The Mariners' is committed to providing visitors with experiences that develop connection and a sense of belonging. This commitment includes growing the ability to engage with the youngest members of the community, nurturing young minds and hearts. Through new educational enrichment programs and partnerships with organizations like Peake Childhood Center, the Education team is learning how to meet the challenges of connecting and empowering the next generation of mariners.

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Environmental Science Educator Shantelle Landry leads students from PCC on a nature walk through the Bumblebee Learning Garden.

Opposite, students from Peake Childhood Center explore the International Small Craft Center.



LIL' MARINERS' PLAY ZONE

*Where imaginations come to life
and connections are created*

The Mariners' is applying Lean Startup strategies to Park initiatives. In January 2022, the *Mary Nerr* play ship was decommissioned after years of service. This empty area allowed the Park team to create something new. But what? Community members had often asked for an outdoor play area for children; this spot was perfect! Staff wanted the space to represent Mariners' Park, with sustainability being key. A safe and engaging space was developed through several iterations of designs and drawings, and fallen trees from the Park were repurposed to build and support the project.

As the play space took shape, the community started noticing. Their feedback helped the team make improvements even while construction was underway. Volunteer groups from the Air Force, Coast Guard, and Dominion Energy, along with community members, have worked with The Mariners' team to create this fun and sustainable resource. Further refinements and additions will be evaluated as more people engage in what is now called the Lil' Mariners' Play Zone.

The Ripple Effects of B-WET



Ryan La Londe, B-WET intern (left) and Ashley Green, science teacher at Warwick High School, practice planting in Mariners' Lake at a B-WET teacher professional development.



When The Mariners' was awarded the three-year Bay Watershed Education and Training (B-WET) grant from the NOAA Chesapeake Bay Office, the Education team was excited to start offering hands-on learning to Newport News Public School ninth-graders. Students in this program grow native eelgrass in their classrooms, plant the grass in Mariners' Lake as part of a restoration project, and lead an action project at school or in the area. Through the B-WET program, students are at the center of nature-based solutions in this community, learning to be environmental stewards.

Year One

During the 2021-22 school year, The Mariners' Environmental Co-op engaged with seven teachers and 543 students from two high schools. Among the many first-year successes, students reported being proud of growing and planting their grasses. Clearly, growing grasses in this restoration project fosters a sense of ownership for these students. The Mariners' Environmental Co-op classroom assessment also indicates that students learned new terms such as impermeable and permeable – critical terms when studying watershed health.

The B-WET program also provided The Mariners' Education team with learning opportunities. Two big obstacles were navigating program details, like classroom visits during the pandemic, and sustaining the classroom grasses throughout the year. Due to pandemic restrictions, classroom visits became virtual, which was the original "COVID plan." The Mariners' Education team adapted well to this transition having months of virtual teaching under their belts.

The grasses, however, were another challenge entirely. A significant component of this program is students growing eelgrass (*Vallisneria spiralis*) in their classrooms. Between die-backs (when the grass appears dead), algae problems, and power turned off during school breaks, the team had its work cut out for them! But they pushed through, and students planted the grasses that did survive in April. These grasses are currently improving water quality in Mariners' Lake.

Despite these challenges, The Mariners' team learned being nimble was the key to success. Feedback from partners and teachers additionally allowed for significant improvements for year two.



Left, a student carefully compares James River and Mariners' Lake water samples for salinity using a hydrometer.

Right, students enjoy an immersive Lake experience.

Year Two

In year two, one challenge was scaling up – way up! The plan is to work with 2,000+ students (a 368% increase) and roughly 43 teachers in the second and third years. There will be fewer but more meaningful interactions with the students.

A successful teacher professional development opportunity began in August of year two. The classroom visits started in mid-September; the field trips concluded in October. The post-field trip visits are slated to be completed in November. The Education team will start this all again for second-semester students in January.

The heart of this program is empowering students to become environmental stewards. After a field trip this past spring, one student exclaimed, "I had so much fun today! I cannot wait to come back. And when I'm older and have kids, I want to take them here and bring their kids here too!" The hope is that students embrace stewardship, as this student demonstrated. The intention is that this program breaks down barriers, provides career ideas, and lets students know they are valued in the community. Look for blogs and other social media posts about the progress of the B-WET program at The Mariners'.

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Momentum on Mariners' Lake

Throughout its 92-year history, Mariners' Lake has been a prized spot for the community. Much progress has been made as The Mariners' team works toward opening the Lake for recreational enjoyment. The most important aspect of caring for the Lake is the health and sustainability of its water quality. Without a flourishing ecosystem, the Lake cannot support recreational activities. Since 2018, the Museum's Park and Conservation departments have collaborated on performing bi-monthly water quality surveys throughout Mariners' Lake and Kettle Pond. With the support of the Virginia Department of Environmental Quality, the team collects data on pH, temperature, dissolved oxygen, salinity, and E. coli. Samples are given to Molly McGath, PhD, research scientist in the Museum's Batten Conservation Complex. She analyzes the samples for nitrate, nitrite, phosphate, fluoride, chloride, sulfate, and bromide. The years of data collection have greatly improved the team's understanding of the waterways in Mariners' Park and the shared connection with the James River and other waterways nearby.

The team has identified outdated infrastructure and is making welcome changes thanks to support from community partners. Generous donations from Blair Brothers, Inc. and Crofton Industries funded an accessible boat ramp and the installation of new decking. Additionally, The Mariners' team worked to



Mariners' Lake Program Manager Kelly Garner tests a water sample from Kettle Pond for dissolved oxygen, pH, and temperature, all critical measures for the health of the Living Collection.

create a connecting boat launch to an accessible kayak launch. The Park Department has been hard at work updating the landscaping through a thoughtful donation from the Huntington Garden Club. Some upgrades remain, but the progress and community support to date are inspiring.

Readers of *Ahoy!* may recall a story in the Spring/Summer 2022 issue about The Mariners' three-tiered approach to reopening the Lake to the public. Last spring, more than 700 excited sixth-



Then & Now

Left: Aerial photograph shot from an airplane shows Mariners' Park in 1932 after Warwick Boulevard Bridge, Museum Drive, Lions Bridge, and Boundary Road were completed – the end of the infrastructure phase of the newly-created Mariners' Museum and Park and the beginning of the Park's planting and planning phase. *Right:* Aerial photograph of Mariners' Park today, taken by Tim Kines, licensed drone pilot.

graders from Newport News Public Schools joined the James River Association for kayaking trips on Mariners' Lake. This partnership jumpstarted the Museum's ability to create a welcoming and inviting environment on the Lake. Then, the Park Department hired its first Lake Program Manager, Kelly Garner. Garner and the team will host a number of focus groups for paddles on the Lake this fall. These pilot programs are designed using Lean Startup principles. Each group will be surveyed before and after time on the water, providing feedback to build a meaningful Lake experience for the community's mariners early next year.

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Kelly Garner collects a water sample on the shoreline of Kettle Pond. Twice-monthly water quality checks on Mariners' Lake and Kettle Pond ensure healthy water empties into the James River.



Today, Tomorrow, and Always ...

Building a Path for the Future

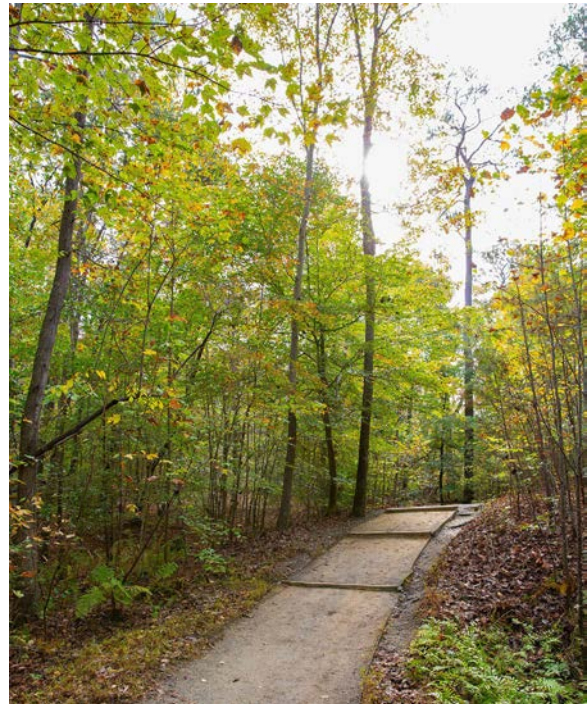
The Mariners' growing endowment has been featured in recent issues of *Ahoy!* The endowment is key to the Museum's long-term sustainability and ability to be ever more strategic. The team is pleased to share that since last September, the growth in the endowment has taken a massive step forward!

You may recall that soon after The Mariners' permanently adopted its \$1 Admission policy, the Batten Foundation approached the Museum about endowing this policy as the centerpiece of the team's strategic focus on access. The Batten Foundation ultimately pledged \$10 million in endowment funding to that end. That pledge's first \$5 million was an outright gift received early in 2020. The second \$5 million was a challenge grant. If the Museum team could raise \$5 million in new endowment for any purpose, the Batten Foundation would fund the second \$5 million of the \$1 Admission endowment.

This past September, a \$500,000 pledge to build an endowment supporting The Mariners' educational enrichment programs accomplished two critical things: it further solidified the team's commitment to serving school-aged children, AND it completed the Batten challenge grant! The second \$5 million from the Batten Foundation pledge flowed into The Mariners' Museum and Park in late September.

The Mariners' endowment has grown from \$0 to approximately \$13.5 million in the last five years! Existing pledges and commitments will take today's endowment to approximately \$18 million when fully funded. This is a remarkable achievement, particularly when the current valuation reflects the sharp decline in the value of virtually all investment asset classes this year.

There is even more good news to share. The Noland Family recently pledged a NEW challenge grant. They will match every new dollar the team raises between now and December 31, 2022 — up to \$100,000 — for the Noland Trail Endowment. In other words, if The Mariners' raises \$100,000 in new funding for the Noland Trail Endowment, the Noland Family will match that raise with a second \$100,000.



To date, the Museum's endowment fundraising has focused on Education, Conservation, the Library, the Park (Mariners' Lake and the Noland Trail), and broad public access to The Mariners' Museum (\$1 Admission). Each of The Mariners' endowment agreements is written to fund the overhead costs of these critical activities. A growing endowment allows The Mariners' to apply contributed revenue directly to all the ways it serves and to strategic capital investments.

The Mariners' goal is to grow its endowment to \$60 million by 2030 when the Museum enters its second century. The team is nearly one-third of the way to reaching that goal and is even a bit ahead of schedule! It is gratifying for The Mariners' to have several major endowment gifts, but building a growing endowment is realized with gifts of all sizes.

If you have already chipped in or are considering contributing to The Mariners' growing endowment, the entire team says THANK YOU! Broad-based participation by the Museum's world of champions is every bit as important as the relative size of any particular gift.

Howard H. Hoege III
President and CEO

To learn more about The Mariners' endowment and to contribute, contact Luisa A. Vázquez-López, senior director of advancement, at (757) 591-7705 or lvazquez@MarinersMuseum.org.



'The World is Your Oyster'

The phrase 'The world is your oyster' is derived from Shakespeare's comedy, *The Merry Wives of Windsor*. It has become a metaphor for life, luck, and finding good out of challenging circumstances. Although hard to open, an oyster may reveal a treasured pearl.

Just four short years ago, The Mariners' Museum and Park, like most cultural heritage organizations, presented its three lecture series live and in person. Period. Virtual programming had not yet taken off in the nonprofit sector. Then came the pandemic. The Mariners' quickly pivoted to presenting virtual lectures, testing, surveying, and experimenting with this new way of sharing maritime content with mariners everywhere.

Fast forward to today.

The Mariners' now regularly presents its Evening, Civil War, and Hampton Roads History lectures in person and livestreams them online to mariners anywhere they may be. Most programs are also posted on the Museum's YouTube channel, yet another way of reaching viewers at their convenience.

A look at The Mariners' reach is astounding! In 2019, in-person lecture attendees were from three states, the majority from Virginia. In 2020, the new virtual programs reached people from 14 states (seven being the per-lecture average). Since 2021, virtual programs now reach 49 states, each reaching around 24 states. The largest national reach of any lecture to date? Dr. Natalie S. Robertson's evening lecture in May about the slave ship *Clotilda*. Attendees from 38 states watched the livestream; this program also has 384 views on YouTube.

Since 2021 and starting from zero, The Mariners' virtual audience hails from 17 countries, a 1,700 percent increase! The greatest international audience for any single lecture was for the livestreamed Civil War program this September, presented by John V. Quarstein, director emeritus of the USS *Monitor* Center. "War on the Pacific" reached mariners from six countries, as far afield as the UK and Venezuela.

A recent lecture survey comment affirms the value of The Mariners' online programs: "Virtual presentation opens a whole new world." And that's precisely the pearl that has been discovered.

Julie Murphy
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Singapore
9,501 miles



New Zealand
7,798 miles



India
8,436 miles



Australia
9,435 miles



Chile
5,261 miles



Italy
5,356 miles



Israel
6,748 miles



Sweden
4,764 miles



Finland
4,861 miles



Germany
4,885 miles



United Kingdom
4,244 miles



Norway
4,466 miles



Spain
4,719 miles



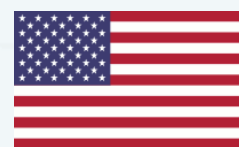
Canada
1,406 miles



Venezuela
2,801 miles



The Bahamas
1,363 miles



United States of America

Hybrid programming

is The Mariners' new normal, proving that from coast to coast, across the world's waters, we are all connected.

Distance of countries reached from the US courtesy of distancefromto.net



The Gift That Lasts All Seasons

Time has a way of helping us appreciate the things that matter most in life. Do you remember the exhilarating feeling of being a kid when you and your family loaded into the car to start your summer vacation? Or that silly thing your sibling did that everyone still talks about during the holidays? How about your unexpected adventure when your parents slowed down and took the back roads to the beach? Those memories are lasting, and those moments still hold deep meaning and connection for you and everyone that experienced them.

At The Mariners', these magic moments happen every day! The gift of a Museum family Membership invites parents and children to discover mesmerizing objects together while learning through play and connecting with one another. It's a gift bursting with life and longevity, lasting for an entire year, not just a moment.

Give a gift this holiday season that families will enjoy all year while helping to fund The Mariners' Museum and Park's K-12 educational enrichment programs. Family Memberships start at \$100 and each provides vital school supplies for more than 300 students. Visit MarinersMuseum.org/Membership or contact the Membership team for more information.

Now through December 31, 2022, your gift recipient will receive THREE ADDITIONAL months of Membership. Go online and use promo code HOLIDAY2022, stop by the Museum, or give us a call.

Happy holidays to your family from The Mariners'!

Sara Weatherill
Director of Membership
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(757) 591-7715

Rebecca A. Guest
Philanthropy Coordinator, Membership
rguest@MarinersMuseum.org
(757) 591-7740

Join Us for Storytime with Santa
Check out the calendar!



MUSEUM CALENDAR

Programs are offered in a variety of formats (in person, livestreaming, virtual), and subject to change. Times listed are Eastern.

NOVEMBER

- Nov 27 **Museum Store Sunday**
9 AM Members enjoy 20% off & guests get 10% off in the Mariners' Shop, in person or online.
- Nov 27 **Storytime with Santa**
9 AM FREE for Members. Included in \$1 admission.
- Nov 29 **Giving Tuesday**
Support the Noland Trail with your \$10 donation!

DECEMBER

- Dec 2 **Civil War Lecture**
12 PM Mutiny at Sea - Death & Destruction on USS Somers
Presenter: John V. Quarstein
- Dec 3 **Wreathing of the Lions** at Lions Bridge
1:30 PM FREE. Presented by The Bronze Door Society.
(2 PM Storytime with Santa)
- Dec 10 **Storytime with Santa**
9 AM FREE for Members. Included in \$1 admission.
- Dec 11 **Friendly Hours**
9 AM Quieter, less crowded Museum experience
- Dec 30 **Civil War Lecture**
12 PM Sinking of USS Monitor
Presenter: John V. Quarstein

JANUARY

- Jan 6 **Civil War Lecture**
12 PM Founding of the Confederacy
Presenter: John V. Quarstein
- Jan 8 **Friendly Hours**
9 AM Quieter, less crowded Museum experience
- Jan 20 **Civil War Lecture**
12 PM Royal Navy Ironclads
Presenter: John V. Quarstein

FEBRUARY

- Feb **Black History Month**
In-gallery programming
- Feb 3 **Civil War Lecture**
12 PM US Slave Revolts at Sea
Presenter: John V. Quarstein
- Feb 12 **Friendly Hours**
9 AM Quieter, less crowded Museum experience
- Feb 24 **Hampton Roads History Lecture**
12 PM Four Freedom Fighters from Southampton Co.
Presenter: John V. Quarstein

MARCH

- Mar 3 **Civil War Lecture**
12 PM North Atlantic Blockading Squadron
Presenter: John V. Quarstein
- Mar 10 **Civil War Lecture (BOHR Commemoration)**
12 PM Development of Confederate Ironclads
- Mar 11 **Capt. Henry Marx Memorial US Sailing International Safety at Sea Course**
8 AM Hands-on Training Only (\$)
- Mar 11 **Battle of Hampton Roads Commemoration**
9 AM FREE for Members. Included in \$1 admission.

For additional programs & events, visit MarinersMuseum.org.

MarinersMuseum.org

Explore new ways to engage with the Museum, in person and virtually. Learn more about the Museum's Collection and how we can help you discover your own maritime connections!

Contact us for more information:

Guest Relations
(757) 596-2222

Membership
(757) 591-7740

Advancement
(757) 591-7705

Education
(757) 591-7745

Volunteer Services
(757) 591-7712

Park
(757) 591-7741

Library
(757) 591-7782

Museum Shop
(757) 591-7792

The Mariners' Museum and Park

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Newport News, VA 23606

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MUSEUM ADMISSION IS \$1 PER PERSON.



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**Members
Save
20%**

Holiday Shopping
for all the mariners on your list

November 27 – December 11

20% OFF select items when you shop in store
or online using promo code SHOP20

shop.MarinersMuseum.org