

Jamestown-Yorktown Foundation 2003 ANNUAL REPORT

A message from the leadership



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With the Jamestown quadricentennial year of 2007 on the horizon, the Jamestown-Yorktown Foundation achieved notable progress in 2003 toward creating a legacy for future generations.

A 35,000-square-foot theater and special exhibition wing neared completion at Jamestown Settlement, and an exhibit design concept for innovative new permanent galleries was unveiled as the site was prepared for construction of the gallery facility.

The acquisition of two landmark artifacts – a rare 16th-century portrait of King James of Scotland prior to his ascension to the English throne and a 17th-century bronze plaque from the West African kingdom of Benin – and the addition of a number of other important artifacts further established the Foundation as owner of one of America's most varied collections of objects relating to the history of the nation's 17th-century beginnings in Virginia.

A new riverfront discovery area premiered at Jamestown Settlement in the summer. This permanent enhancement highlights the role of waterways in 17th-century travel, commerce and cultural exchange. For the first time, Powhatan Indian, European and African cultures are all represented in a single interpretive area.

The riverfront area was created entirely with gifts and grants to the Jamestown-Yorktown Foundation, Inc., the Foundation's fund-raising arm. Private funds also have a vital role in supporting other interpretive area improvements, development of the Foundation's collection, production of a new Jamestown Settlement introductory film, and technology applications in the new permanent Jamestown Settlement galleries.

The Board of Trustees adopted a plan to seek funding

for essential infrastructure improvements to the eight-year-old Yorktown Victory Center exhibit galleries, including a renovation of the Mathews Gallery that would combine permanent enhancements with a special exhibition, "The Legacy of Yorktown: A Nation of Immigrants," to open in 2006, the 225th-anniversary year of the Siege of Yorktown.

In concert with the development of new facilities and programs in preparation for 2007, the Jamestown-Yorktown Foundation focused on defining and communicating its brand identity. The groundwork was laid to work with the Williamsburg community and the Virginia Tourism Corporation on maximizing opportunities for bringing visitors to Virginia and the Jamestown-Yorktown Foundation museums in 2007.

A major transition in planning for the statewide commemoration of Virginia's 400th anniversary took place in 2003 with a new focus on funding and implementation of signature events and statewide programs. A new management structure was established under the guidance of the Jamestown 2007 Steering Committee, and the small staff more than doubled in size. Plans were made to house state, federal and local host 2007 staff in a new central location. The Virginia 2007 Community Program was formally launched in June and had 32 participants by the end of the year.

With construction projects under way, efforts were intensified to ensure a quality visitor experience, measured through the customer research program. An expanded demonstration schedule was introduced at Jamestown Settlement, including a popular new visitor participatory artillery drill. The Yorktown Victory Center's re-created Continental Army

encampment was realigned to provide additional demonstration space. Several prominent American folk artists were featured in a special exhibition of patriotic art that opened at the Victory Center in May, and themed events and lectures were offered at both museums throughout the year. In surveys conducted at both museums, 99 percent of visitors rated the quality of their experience as good or excellent.

Although museum attendance fell slightly for the second consecutive year because

of the national economy and world events, total paid visitation of 637,592 was still ahead of the average of the previous ten years. The museum gift shops, which contribute to the museums' operating budget, performed exceptionally well in 2003, with sales growing by 7 percent over the previous year.

The Foundation provided structured education programs at the museums and in classrooms across Virginia, and expanded its teacher training offerings through first-time partnerships in federal Teach-

ing American History grant programs.

People – board, staff, donors, and our partners in government and the tourism, education and museum fields – are critical to the success of the Jamestown-Yorktown Foundation.

Faced with the lingering effects of a national economic downturn on state support and museum admissions revenue, members of the state and private affiliate boards worked diligently to address the need

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Plans for New Museum Exhibits, Support Facilities Take Shape

Jamestown Settlement's new theater and special exhibition wing neared completion in 2003, and a design concept for new permanent exhibits was developed.

The 35,000-square-foot building is the third phase of a visitor services and gallery complex that will be complete by 2007. The two-story structure features a distinctive 45-foot rotunda which will serve as the entryway to Jamestown Settlement's gallery and outdoor living-history exhibits and a first-floor 250-seat theater where the museum's introductory film will be shown. A leadership gift of \$100,000 from the Robins Foundation will help support production of a new film to replace the existing *Jamestown: The Beginning* by 2007.

On the second floor are a 7,200-square-foot gallery space that will house a transitional exhibition while construction of new permanent exhibition galleries is under way, a gift



Jamestown Settlement's new theater and special exhibition wing neared completion in 2003.

shop and a presentation hall. In 2007 the gallery will be the setting for a special Jamestown quadricentennial exhibition, "The World of 1607."

The theater and special exhibition building is adjacent to the visitor services wing that opened in 2002 and will connect to a future permanent gallery building. The design concept for a new 30,000-square-foot permanent exhibit space was completed in 2003 by Gallagher & Associates of Bethesda, Md., in cooperation with the board and staff of the Jamestown-Yorktown Foundation. Presenting new historical

knowledge and incorporating innovative design techniques, the galleries will be divided into three major areas. "Virginia: The Land and the People" will introduce visitors to pre-17th-century Virginia and provide overviews of the "parent" Powhatan, European and African cultures. "Interacting Cultures" will explore the impact of the three cultures on each other and show how each adapted to new circumstances. "A New Virginia" will provide an overview of the political and economic development of the Virginia colony in the 17th

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for adequate resources to meet the demands of daily operations, outreach education, building new facilities, and preparing and partnering for the 2007 commemoration.

We are deeply appreciative of the enthusiasm and dedication of the Foundation's staff. Hurricane Isabel, the September storm that had a devastating impact on the Hampton Roads area, presented an exceptional challenge. Thanks to staff efforts, the Foundation collection was unharmed, museum facilities escaped significant damage, and cleanup efforts following the storm allowed Jamestown Settlement and the Yorktown Victory Center to quickly return to normal operation.

Volunteer staff comprised a vital component of our organization, working in every department and in support of special projects and events. A total of 1,121 volunteers provided 27,920 hours of service.

We commend all of our donors – those who designated grants and gifts for specific projects and those who made unrestricted gifts to the Jamestown-Yorktown Foundation, Inc., Annual Fund – for their generosity. Long-time board member and leader Robert V. Hatcher, Jr., became the largest individual outright donor in Foundation history in 2003 for commitments that brought the total amount of gifts in support of capital improvements, special exhibitions and the Annual Fund to \$1 million.

We value our many partnerships with other organizations, ranging from cooperative educational programming to cooperative marketing efforts. Many are cited in the pages of this report.

We are pleased and encouraged by the accomplishments of 2003 and are confident of fulfilling the promise of the future. ❖

Jamestown 2007 Organization Transformed, as Planning Moves From Concept to Implementation

Planning for the Jamestown quadricentennial underwent a significant transition in 2003, from concept toward implementation, with the development of a new management structure and formal programs to secure signature event sponsors, partners and increased public visibility, and the official launch of the Virginia 2007 Community Program.

Early in the year, the Jamestown 2007 Steering Committee appointed William W. Cone, a veteran of major national and international events, to develop and direct staff support of the commemoration. With the shift in focus to implementation of programs and events, the staff grew to 10 during the year, including a partnerships and sponsorships director, publicity and promotions manager, and statewide special events and programs director.

The importance of proposed signature events was bolstered by a report issued by College of William and Mary economist Dr. Roy Pearson, with the assistance of the Virginia Tourism Corporation, estimating that signature events would generate \$148.3 million in Virginia sales and produce employment for 2,600 Virginians who would earn \$58.2 million.

Legislation introduced in Congress by Senator John



Jamestown 2007 Programs and Events Subcommittee Chair Suzanne Flippo presents a Virginia 2007 Community Program banner to Lexington Mayor John Knapp, representing the cities of Lexington and Buena Vista and Rockbridge County, at the June 11 program launch at the State Capitol.

Warner and Representative Jo Ann Davis directing the U.S. Mint to issue 2007 commemorative coins garnered significant support, with passage in the House of Representatives ensured by year-end. Senator George Allen and the entire Virginia delegation in the House are co-sponsors of the legislation. Proceeds from sale of the coins would fund programs of the Jamestown-Yorktown Foundation, the Association for the Preservation of Virginia Antiquities and the National Park Service.

The Virginia 2007 Community Program was officially launched in a June 11 ceremony at the State Capitol. With representatives of the first 20 Virginia 2007 communities looking

on, Governor Mark Warner told an audience of more than 200 that "the promise of 2007 will be realized only if all Virginians join in the commemoration, beginning in their community."

An 11-minute video featuring Governor Warner and NBC's Katie Couric and Willard Scott was introduced to help promote the program, which encourages communities to adopt projects that honor their heritage, enhance quality of life or invest in the future. The roster of Virginia 2007 communities grew to 32 during the year.

The Jamestown 2007 Steering Committee, created in 1996 by the Jamestown-Yorktown Foundation, held an inau-

gural joint meeting with the new federal Jamestown 400th Commemoration Commission in September. The two groups received a thorough overview of current planning initiatives, including presentations by Commemoration Commission Chairman Frank Atkinson and Steering Committee Chairman Stuart Connock. The federal commission staff will continue to work on commemoration planning with the Jamestown 2007 staff.

Plans for the 2007 commemoration attracted international attention in November. Newspapers from England to Hawaii carried an Associated Press travel article detailing plans for the 400th anniversary and offering travelers informa-

tion about Jamestown Settlement and Historic Jamestowne. The story was a re-issue of AP coverage of the September joint meeting of the state and federal 2007 planning bodies.

A new version of the www.Jamestown2007.org Web site, originally launched in 1999, debuted in August. The redesigned site, which features a message from Governor Warner on the meaning and promise of the quadricentennial, reflects current 2007 program initiatives, including proposed signature events, sponsorship and partnership opportunities, the statewide Community Program, and the 2007 Ambassador Speakers Bureau.

Jamestown 2007 began formal partnerships with national organizations such as the National Association of Manufacturers. Several important state partnerships were formed as well, with the Virginia Press Association and the Virginia Hospitality and Travel Association becoming official 2007 organizations.

In the coming year, Jamestown 2007 will continue working toward securing sponsorships, increasing public awareness, adding communities to the Virginia 2007 Community Program roster and building partnerships on the state and national level. ❖

New Museum Exhibits continued from page 1

century and the role of Jamestown in the development of the nation.

The gallery setting will include three-dimensional life-size structures, audio and lighting effects, and small theaters. Private gifts are supporting technology applications. In 2003 grants of \$218,000 from the Camp Foundations, \$100,000 from the James City County Board of Supervisors, \$25,000 from the J. L. Camp Foundation, Inc., and generous commitments from Mr. and Mrs. Robert V. Hatcher, Jr., Mr. and Mrs. Joseph W. Montgomery, and Mr. and Mrs. George L. McCabe brought the total

amount raised to half of a \$1.5-million goal.

The Jamestown-Yorktown Foundation Museums and Programs Advisory Council was engaged at the outset of the exhibit design process, and the concept was reviewed in 2003 by focus

groups of educators and museum professionals and individual visitors. As construction begins on the building in 2004, work will continue on developing exhibit content.

Construction began in the fall on a museum support facility midway between

Jamestown Settlement and the Yorktown Victory Center. The 50,600-square-foot complex, planned for completion by late 2004, will house finance, human resources and outreach education offices, work space for facilities maintenance and exhibit design

and fabrication, and a gift shop warehouse. The complex will free space at Jamestown Settlement for expanded public facilities and replace rental property now occupied by finance, human resources and outreach education. ❖



Depictions of Powhatan, slave and planter dwellings in the late 17th century are among several life-size re-created settings proposed for Jamestown Settlement's new permanent galleries, planned to open by 2007.

Riverfront Discovery Area Highlights Improvements to Interpretive Sites

A riverfront discovery area, a component of the Jamestown-Yorktown Foundation's comprehensive master plan for new facilities and programs, became fully operational in August. Located between Jamestown Settlement's re-created ships and fort, the riverfront is a permanent enhancement that highlights the role of the James River and other waterways in 17th-century travel, commerce and cultural exchange, reflecting Powhatan Indian, European and African traditions.

Discovery stations located along an 11-foot-wide pathway that winds through the riverfront area provide information about water transportation and economic activities, including navigation, boatbuilding, fishing, commodities and trade. During its inaugural season, the area was staffed daily by historical interpreters who engaged visitors in hands-on learning experiences, such as woodworking, scraping out logs to make dugout canoes,



Above: Historical interpreter Frank Grimsley demonstrates woodworking at Jamestown Settlement's riverfront discovery area.

Below: A fireplace with a cast-iron fire back and decorative tile trim, a brick floor and a glass window distinguish the new governor's house from other buildings in Jamestown Settlement's re-created fort.



and trading Powhatan Indian commodities for European goods.

The riverfront discovery area was funded by grants and gifts totaling \$736,500.

Progress also was made on planned enhancements to Jamestown Settlement's re-created colonial fort and Powhatan Indian village. The representation of a governor's house was completed in the fort as part of an ongoing renovation to more completely portray the political, social and economic structure of Jamestown during the years 1610 to 1614. The two-room, 14- by 25-foot building will be interpreted as the colonial governor's living and work quarters, based on documentary evidence that a "Governor's House" built for Sir Thomas Gates, who served as deputy governor from 1611 to 1614, was in use until at least 1619. Like most other buildings in the fort, the house has wattle-and-daub walls and a thatched roof. The inclusion of

a glass window, a brick floor, a cast-iron fire back and decorative tiles as features of the house, along with fine furnishings to depict domestic and official functions, underscore the high status of the governor.

Work was substantially completed on a building that will depict the office of the cape merchant, a high ranking official who was responsible for overseeing the import and export of goods to and from the colony. Like the governor's house, the 16- by 20-foot cape

Signature Artifacts Acquired, African Collection Expands

Collection milestones were achieved in 2003 with the acquisition of two "signature" artifacts – a circa-1595 portrait of King James VI of Scotland and a circa-1600 Benin bronze plaque – and significant growth in the quantity and variety of African artifacts, which will be used in Jamestown Settlement's planned new permanent exhibit galleries to illustrate the parent culture of Africans of 17th-century Virginia.

A total of 26 objects were acquired during the year, with funds from private gifts, to support exhibit themes in Jamestown Settlement's new galleries and at the Yorktown Victory Center.

The bust-length portrait of King James, who succeeded his cousin Elizabeth I to the English throne in 1603, and the bronze plaque, which once decorated the palace of the king of Benin in West Africa, were funded with a gift from the Gladys and Franklin Clark Foundation. The rare likeness of James as king of Scotland was done by Adrian Vanson, a Dutch painter who worked at the Scottish court in the late 16th century. The 20-inch-high bronze plaque depicts in relief the full-length figure of an official of the Benin royal court.

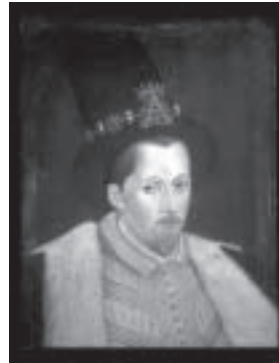
The African collection was enriched with 10 objects in addition to the plaque, including an ivory bracelet and ceramic memorial bust from West Africa and a Kongolese ceremonial sword. Ivory was one of the most important exports from Africa to Europe in the 17th century, and objects made by the Owo people, like the elaborately carved bracelet now in the Jamestown-York-

town Foundation collection, were in particularly high demand. The ceramic bust commemorates a ruler in the Anyi culture. West Africa was the focus of the English slave trade in the late 17th century, and many Anyi people were brought to Virginia as slaves.

Its shape inspired by the swords carried by Portuguese explorers who first established contact with the Kongo kingdom of central Africa in the 15th century, the Kongolese sword, made of iron, was a symbol of royal power.

Other African acquisitions were a Nomoli carved stone statuette, an Akan carved wooden doll, equipment used in West Africa to measure and store gold, and Kongolese crosses symbolizing the Christian religion introduced by the Portuguese in the late 15th century.

Several pieces of 17th-century European furniture were added to the collection to illustrate the possessions of different social classes in 17th-



King James VI of Scotland, portrait by Adrian Vanson, circa 1595. The jeweled badge in the form of a crowned "A" on the king's hat refers to his wife, Anne of Denmark.

century Virginia. A writing desk, or scriptor, also funded by the Clark Foundation, symbolizes the increased importance of letter writing as a social function and status indicator for England's upper classes and their Virginia counterparts. A pair of English chairs exemplifies the

type of seating furniture that wealthy Virginia planters would have bought in the 1690s. A boarded chest and wooden cupboard are typical of what might be found in the house of a small planter or craftsman in the colony. European food utensils and drinking vessels also were acquired.



Benin bronze plaque, circa 1600.

West African ivory bracelet, acquired with a gift from the Richard S. Reynolds Foundation. Elaborately carved ivory bracelets from the royal workshops of the Owo kingdom are among the earliest African objects to be found in European museum collections.



Early 19th-century pewter basin, made by Joseph Danforth II.

merchant's office was built by the exhibits fabrication staff and is based on an early 17th-century Virginia site.

The Roy R. Charles Charitable Trust made a leadership gift of \$100,000 in support of a new representation of the Anglican church, to replace one built in the 1950s. The new church design will incorporate a 1610 description of the church by William Strachey and recent archaeological research.

The third building based on archaeological finds at

Paspahugh, the Powhatan community nearest to Jamestown in the 17th century, took shape at the re-created Powhatan village. The 14-foot by 31-foot house has a frame of bent saplings covered with reed mats, three doors and an internal partition. Several more buildings are planned, all positioned and constructed according to research conducted in the 1990s at Paspahugh by the James River Institute for Archaeology.

The Yorktown Victory



The Yorktown Victory Center encampment was realigned.

Center's re-created Continental Army encampment was realigned to provide a more level surface for visitors to navigate and additional space for

demonstrations. A line of private's tents now faces and parallels the museum gallery building, providing a well-defined encampment entrance. ❖

INTERNET, PACKAGING GAIN IN IMPORTANCE AS TOOLS TO MARKET FOUNDATION MUSEUMS, GIFT SHOPS

New Internet-based marketing and online gift shop sales highlighted marketing efforts in 2003, along with an integrated marketing campaign that promoted package ticket options.

The Jamestown-Yorktown Foundation expanded its presence on the Internet with the introduction of www.shophistoryisfun.com. The new Web address complements the Foundation's main site, www.historyisfun.org, which underwent a major redesign in the spring of 2003, funded with a grant from Verizon.

The new site features merchandise from the Jamestown Settlement and Yorktown Victory Center gift shops along with museum admission tickets. The initial offering of 94 gift shop products included books, videos, reproductions, teacher resources, Jamestown 2007 logo items and toys. Online shoppers can purchase American Heritage annual passes and combination admission tickets.

The Jamestown-Yorktown Foundation's six-year-old www.historyisfun.org marketing Web site was given a new look and provides additional information about ticket options, vacation packages and special programs for individual and group travelers.

The site serves a varied audience, helping visitors find detailed Jamestown Settlement and Yorktown Victory Center

descriptions, news releases, education program materials, assistance with planning a visit and information about opportunities to support the museums. Vacation packages, some including Colonial Williamsburg, Busch Gardens Williamsburg and Water Country USA, can be booked through a link with the Williamsburg Hotel & Motel Association. A Jamestown 2007 page provides a brief overview of the upcoming 400th-anniversary commemoration and a link to www.jamestown2007.org.



Shophistoryisfun.com homepage

The America's Historic Triangle vacation package was promoted through an integrated marketing plan implemented in the second half of the year. The year-round package, which was introduced in 1999, included lodging and admission to Jamestown Settlement, the Yorktown Victory Center and Colonial Williamsburg. Vacation package bookings were coordinated by the Williamsburg Hotel & Motel Association and Colonial Williamsburg Foundation.

The campaign, funded with a grant from the James

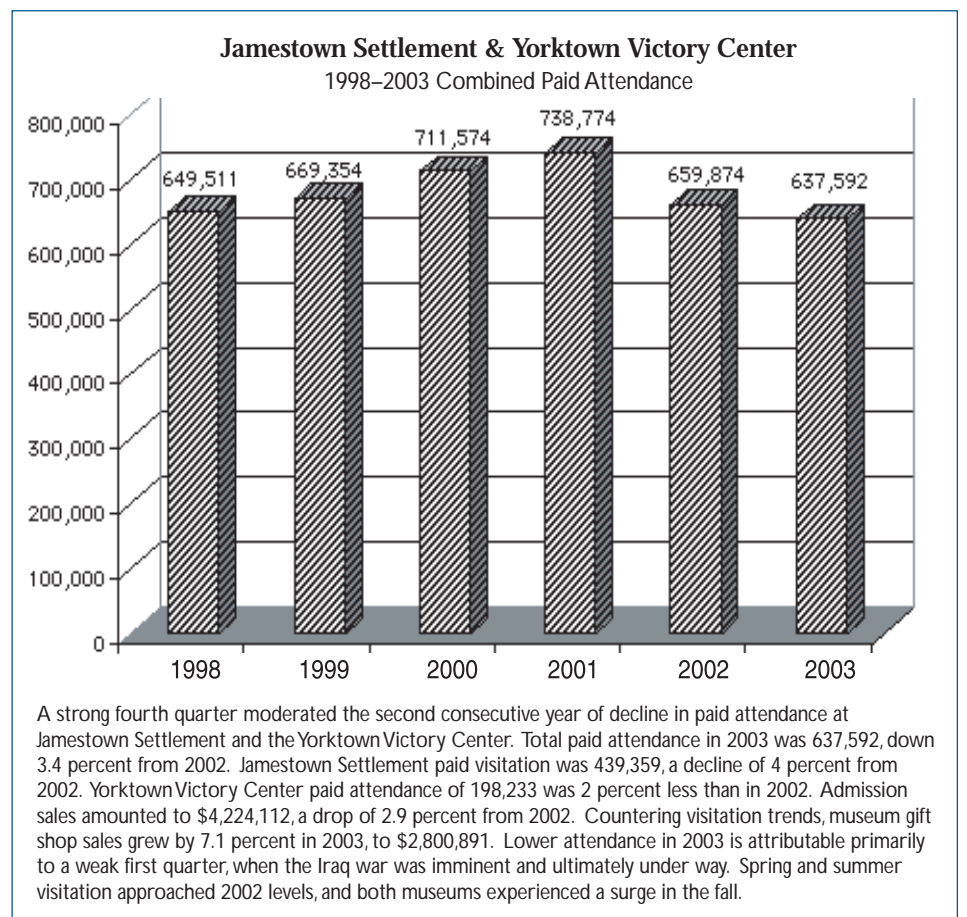
City County Board of Supervisors and executed by French/West/Vaughan in Raleigh, N.C., on behalf of the America's Historic Triangle partners, targeted key audiences and primary visitor origin areas of Washington, Baltimore, Philadelphia and Raleigh through mobile billboard, Internet, radio and magazine advertising, radio promotions and public relations.

The Foundation's 2003 advertising campaign focused on individual customers making shorter trips to destinations closer to home and within driving distance.

While the campaign emphasized print advertising, the Foundation's first Web-based advertising initiative was unveiled in a cutting-edge tourism program offered by eBrains, Inc. Following a cooperative arrangement

with the Virginia Tourism Corporation to target selected prospects in New York in April, Jamestown Settlement and the Yorktown Victory Center were featured in June in a month-long vacation package e-mail promotion to an audience east of the Mississippi.

In addition to Foundation-specific advertising, the campaign encompassed destination-sell cooperative advertising efforts that reached national markets and generated return on investment for both museums. Thirty percent of the advertising budget was invested in consumer-based cooperative



advertising programs with Busch Gardens Williamsburg and Colonial Williamsburg. The campaign budget was reduced by 25 percent from 2002, and the Jamestown-Yorktown Foundation-specific portion of the 2003 advertising plan purchased 232 insertions in 56 publications, fewer than the previous year. The total circulation of 20 million, however, exceeded 2002's reach of 18.5 million.

Complementing paid advertising, sales programs targeted group and individual consumer markets through participation in annual group tour organization conventions and American Automobile Association cultivation efforts, direct mail, and hosting group and

AAA travel representatives on museum tours. The mature group market was the focus of "Legacy Learning" programs developed for introduction in 2003. The programs tap into travelers' growing interest in learning and history, and are suited to mature as well as multigenerational groups seeking a unique educational experience and to those who may prefer a stationary activity.

Media relations efforts, which included special programs publicity, hosting travel journalists at the museums and participation in a Society of American Travel Writers Atlantic-Caribbean chapter meeting, resulted in more than 650 known print placements.

Jamestown Settlement and the Yorktown Victory Center were the setting for scenes in a dozen television and video projects, among them an episode of *Globe Trekker*, an internationally broadcast travel program filmed in part at Jamestown Settlement and the Yorktown Victory Center in the fall. Filming also took place at Jamestown Settlement for a Williamsburg episode of Turner South's *3-Day Weekend*, which airs in six southeastern states. Scenes were filmed in March in the outdoor interpretive areas at both museums for a U.S. history series titled *The Unfinished Nation*, for public television and college-level distance learning courses. ♦

Godspeed Continues to Serve as New Replica is Planned

The *Godspeed* hosted 1,300 visitors at two regional maritime festivals, Norfolk Harborfest in June and Hampton Bay Days in September. For most of the year, the *Godspeed* was docked alongside the *Susan Constant* and *Discovery* at Jamestown Settlement. The replicas of the three ships that brought America's first permanent English colonists to Virginia in 1607 are "the official fleet of the Commonwealth."

Design work on a new *Godspeed* moved forward in 2003, in preparation for construction of a new replica by 2006 that will sail to East Coast ports to build awareness of the upcoming Jamestown

quadracentennial in 2007. The *Discovery* also will be replaced.

Gifts and grants from organizations and individuals to the Jamestown-Yorktown Foundation, Inc., will substantially support construction of the new replicas. With the addition in 2003 of a \$375,000 federal transportation enhancement grant awarded through the Virginia Department of Transportation, \$250,000 from The Norfolk Foundation, \$50,000 from General Motors, and generous gifts from Mr. and Mrs. A. Marshall Acuff, Jr., Mr. and Mrs. Charles A. Banks III and Mr. and Mrs. John H. Hager, the total amount raised at year-end was \$1.75 million. ♦



Patriotic Art, “Partnerships for Freedom” Theme and New Demonstrations Characterize Public Programs

Public programs in 2003 included an eclectic display of patriotic art at the Yorktown Victory Center that was featured in *Antiques & Collecting* magazine, an expanded schedule of daily interpretive demonstrations at Jamestown Settlement, and lecture series and theme events at both museums.

“The Present Looks at the Past: Modern Views of the American Revolution” opened in May and continued through the year, featuring an array of



Community leaders and museum donors were among guests at an opening reception for “The Present Looks at the Past: Modern Views of the American Revolution.”

mostly 20th-century artistic interpretations of ideas, events and personalities of the Revolution and the new nation, including works by prominent American artists Howard Finster, Oscar de Mejo, Jim Sudduth and

Mabelle Holmes. The 29 objects in the exhibition, ranging from paintings to metal sculpture, came from the collection of the Jamestown-Yorktown Foundation and the private collections of Baron and Ellin Gordon and Ann and William Oppenheimer. A grant from York County supported the exhibition.

The theme “Partnerships for Freedom” shaped interpretive programming at the Yorktown Victory Center in 2003, the 225th anniversary year of treaties of commerce and alliance with France. A winter lecture explored “The French Alliance and the Winning of American Independence.” The impact of the French alliance and the role of French leadership, siege expertise, troops and supplies in the 1781 Yorktown campaign were integrated into daily historical interpretation in the museum’s re-created Continental Army encampment and in the special events “Road to Independence” in July and “Yorktown Victory Celebration” in October.

A second winter lecture,

“Making African Connections: History and Material Culture of Africans and African Americans in the Virginia Story,” related to new exhibit themes planned for Jamestown Settlement and to the Yorktown Victory Center special exhibition “The Evolution of the Slave Quarter in Tidewater Virginia,” which ran through February 2003.

Daily swivel-gun demonstrations introduced in August at Jamestown Settlement were a popular draw for museum visitors. Swivel guns are small artillery pieces that were commonly used in the 17th century on ships and in light fortifications. The demonstrations engaged visitors in a “dry-fire” drill and concluded with the museum interpretive staff firing the weapon. Other regularly scheduled demonstrations and presentations, outdoors and in classrooms, were on such topics as foodways, leadership, mapmaking, sail and cargo handling, clothing, and cultures in contact.

Literary and oral history traditions were the theme of the fourth annual 2007 Heritage Series at Jamestown Settlement. Speakers presented “The Narratives of Captain John Smith” and “African and African-Virginian Legacy During the Colonial Era.” A power outage in the aftermath of Hurricane Isabel resulted in

Daily swivel-gun demonstrations were introduced at Jamestown Settlement in August.



the postponement of a third Heritage Series program, “In Their Own Words: Oral History and the Virginia Indian Community,” to early 2004.

Four interpretive theme programs were held at both museums in 2003: “Fashion in Colonial Virginia” during the month of June; “Tools of the Trade” throughout August; “Foods & Feasts of Colonial Virginia” over the Thanksgiving holiday, and “A Colonial Christmas” in late December.

Jamestown Settlement hosted its 20th annual “Military Through the Ages” in March, with more than 300 re-enactors depicting centuries of military history, from the Anglo-Saxon conquest of Britain to the Vietnam War.

The Foundation worked with Colonial National Historical Park and the Association for the Preservation of Virginia Antiquities to co-publicize commemorations of landmark events in American history – “Jamestown Landing Day” in May at Jamestown Settlement

and Historic Jamestowne, and “Yorktown Victory Celebration” in October at the Yorktown Victory Center and Yorktown Battlefield.

A York County Arts Commission grant provided support for Yorktown Victory Center special events. ❖



Members of Rogers’ Rangers re-enactment group drill at Jamestown Settlement’s annual “Military Through the Ages.”

Customer Research Supports Quality Public Programming

Assessing the effects at Jamestown Settlement of construction and the opening of the riverfront discovery interpretive area, and providing information to improve the levels of visitor satisfaction were customer research priorities in 2003. The program goal remained providing quality information based on visitor feedback that allows Foundation staff to make sound decisions about program development, marketing, staff training and other needs.

Research instruments included summer and fall visitor exit surveys, visitor comment cards, and on-site and outreach education program teacher evaluations.

Customer research has

studied the effect of construction on the visitor experience since 2001 and has found that as construction moves closer to the outdoor interpretive areas, it has been increasingly noted on visitor surveys, but has not had a significantly negative impact on visitors’ perception of their overall museum experience. Many visitors surveyed indicated a positive impression, commenting that the activity signified growth and improvement to the site.

New museum features are evaluated to determine if program adjustments are needed. With the opening of the riverfront discovery area at Jamestown Settlement, a number of variables were gauged, including staff interaction,

staffing levels and hands-on participation.

Visitor perception of the level of customer service provided by the Foundation improved in 2003, reflecting suc-



Ninety-nine percent of visitors to Jamestown Settlement and the Yorktown Victory Center in 2003 rated their overall experience as “excellent” or “good.”

cessful implementation of a new customer service staff training program.

Surveys continued to show a high level of visitor satisfaction, with 99 percent of

visitors to Jamestown Settlement and the Yorktown Victory Center rating their experience as “good” or “excellent.” The proportion of “excellent” ratings rose above the Foundation’s 80 percent benchmark, reversing a decline in the previous year.

Customer surveys also captured visitors’ travel patterns, providing vital data for formulating marketing strategies. Among the key questions answered in the surveys were how much time visitors spent at each museum, their state of origin, why they chose to visit Jamestown Settlement and the Yorktown Victory Center, what other attractions they planned to visit, and how they found out about Jamestown Settlement and the Yorktown Victory Center.

A recent development has been the increased technological flexibility offered by in-house databasing capacity. Previously, surveys had been sent outside of the Foundation for tabulation and production of reports. Customized in-house reports can now be produced more quickly to address specific needs. As technology resources improve, the ability to encode more open-ended visitor responses to surveys will be further enhanced.

Customer research will be focused on new challenges for 2004, including measuring visitor reactions to Jamestown Settlement’s new theater and special exhibition wing and visitor amenities. ❖

'Teaching American History' Grant Partnerships Added to Broad Range of Foundation Education Offerings



Powhatan Indian village interpreter Lynn Powell provides a lesson in Powhatan technology for Newport News educators participating in the "Foundations of Freedom" program.

The Jamestown-Yorktown Foundation has long shared its hands-on methods for teaching history by offering teacher training programs for school districts across Virginia and participating in the annual Colonial Williamsburg Teacher Institute. In 2003 the Foundation expanded its commitment to teacher training as a partner with Newport News City Public Schools' "Foundations of Freedom" program. Funded by a Teaching American History grant from the U.S. Department of Education, the three-year program seeks to improve the quality and content of American history education and to increase student achievement as measured in part by scores on Standards of Learning tests.

The Newport News program involves 72 fourth- and fifth-grade teachers and 12 administrators from selected schools. In summer 2003, a team of 28 educators participated in a 10-day History Academy comprised of a three-day colloquium and a seven-day course of study with grant partners, including the Jamestown-Yorktown Foundation, National Council for History Education, Christopher Newport University, the Colonial Williamsburg Foundation, Mariners' Museum and Virginia War Museum. Similar History Academy programs will be scheduled in each of the next two summers.

The first team of Foundations of Freedom educators spent two days at Jamestown Settlement and the Yorktown Victory Center, exploring hands-on history teaching techniques used in Foundation education programs through classroom workshops and guided tours of museum galleries and interpretive areas.

The Foundation was also invited to partner with three additional "Teaching American History" grant programs over a three-year period, each with a different theme. For a Rockbridge County program, "Yes, Virginia, History is Elementary," Jamestown-Yorktown Foundation staff will present outreach programs in the classrooms of participating teachers. Foundation instructors will work with one-third of Hampton's sixth- and eleventh-grade students and teachers to present "Revolutionary Virginia." In Portsmouth and Norfolk, the Foundation, along with Tidewater Community College, will help teachers link the local history of Tidewater with larger themes in American history. The Jamestown-Yorktown Foundation will provide two-hour teacher workshops twice a year and participate in a summer workshop for teachers in the program.

Jamestown-Yorktown Foundation education programs served a wide variety of students through hands-on sessions and guided tours at both museums and in outreach settings. Structured education programs on-site served 165,967 students in the 2002-03 academic year, and outreach programs reached 82,465 students in 116 of Virginia's 134 school districts.

Supported with grants from the Junior Woman's Club of Williamsburg, Wal-Mart Distribution Center and the Jamestown-Yorktown Foundation, Inc., Annual Fund, "Broadside" summer history programs for children age 4

through fifth grade attracted 992 registrations.

Special programs for home-educated students, piloted in late 2002 and offered in March and September 2003, were immensely popular. Students could register for a one-hour structured program at one or both museums – "Living With the Indians" and "Colonial Life" for pre-kindergarten through Grade 2; "Cultures in Contact" and "Revolutionary Virginia" for Grades 3-6; and "Voyage to Virginia" and "Life of a Private" for Grades 7-12. The structured programs were followed by a guided tour of the museum interpretive areas for the students and their families. Sessions on March 4 and 5 attracted 670 students and family members. There were more than 900 student and family registrants for September 22-24 sessions, which had to be cancelled because of a power outage following Hurricane Isabel. Additional sessions are planned for 2004.

The Foundation partnered with other organizations to provide summer learning programs for high school students. In a new collaborative effort with the Landmark Volunteers service organization based in Sheffield, Mass., and the Colonial Williamsburg Foundation, 13 students from across the country and a team leader spent one day at each of the museums, assisting with such tasks as replacing fencing, gardening, cleaning and polishing artillery pieces, and sewing reed mats for houses in Jamestown Settlement's re-created Powhatan Indian village. As part of the Pre-Collegiate Summer Program in Early American History, a joint project of the College of William and Mary and Colonial Williamsburg that combined study and practical experience, six high school students also contributed volunteer hours at the Jamestown-Yorktown Foundation museums.

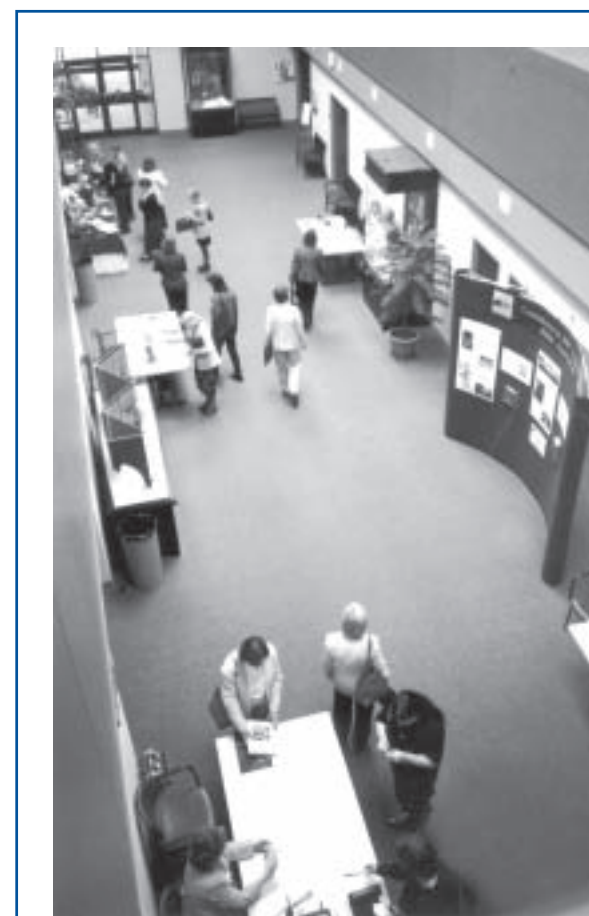
Young people age 13 and older from the local area participated in an annual summer "peer teacher" program, a longtime partnership with James City, York and Gloucester 4-H. During the six-week learning experience, 12 peer teachers worked alongside historical interpreters at Jamestown Settlement and the Yorktown Victory Center, imparting their new knowledge to museum visitors. ❖



Jamestown-Yorktown Foundation outreach education instructor Donna Watson provides students a firsthand experience with 18th-century medical care.



At the Yorktown Victory Center's re-created 1780s farm, volunteer historical interpreter Bill Blair shows Landmark volunteers how fencing is constructed and repaired.



Education Wing is Versatile Setting For Classes, Meetings, Conferences

Since opening in 2000, Jamestown Settlement's education wing has hosted thousands of students for the classroom components of Jamestown-Yorktown Foundation curriculum-based and children's summer history programs, as well as provided space for public presentations and staff training. The facility also has been a venue for meetings sponsored by affiliated organizations.

The building features an atrium, shown here during the spring 2003 Virginia Press Women conference, surrounded by five classrooms, offices for on-site education staff, group check-in and a catering kitchen. The education wing was the first phase of the Jamestown Settlement visitor services and gallery complex planned for completion by 2007.

Jamestown-Yorktown Foundation BOARD OF TRUSTEES

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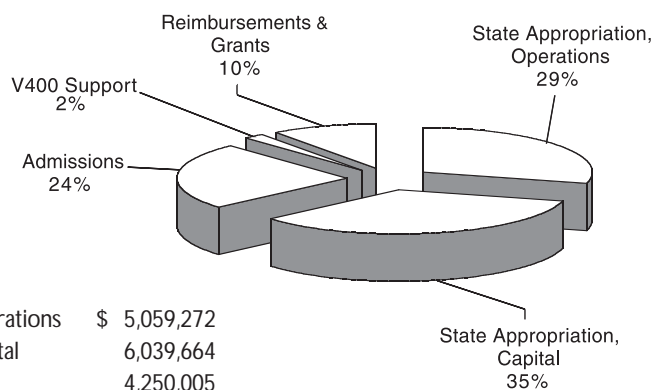
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Members Who Served in Calendar Year 2003

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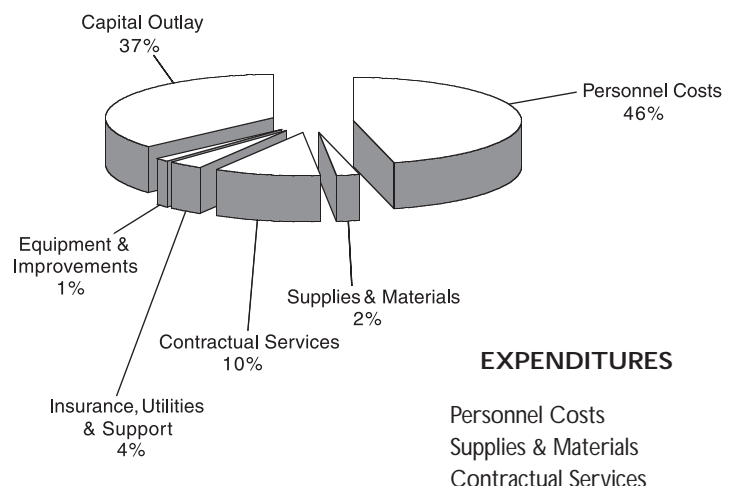
Jamestown-Yorktown Foundation

Summary of Financial Activity for Year Ended June 30, 2003*



SOURCE OF FUNDS

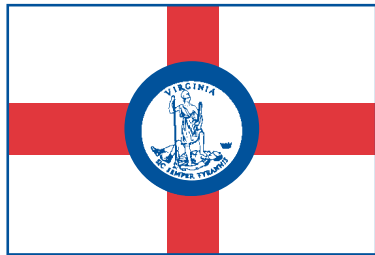
State Appropriation, Operations	\$ 5,059,272
State Appropriation, Capital	6,039,664
Admissions	4,250,005
V400 Support	355,591
Reimbursements & Grants	1,720,813
TOTAL	\$ 17,425,345



EXPENDITURES

Personnel Costs	\$ 7,727,319
Supplies & Materials	353,004
Contractual Services	1,724,839
Insurance, Utilities & Support	597,561
Equipment & Improvements	231,124
Capital Outlay	6,127,415
TOTAL	\$ 16,761,262

*Does not include Jamestown 2007 activities.



Jamestown-Yorktown Foundation
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*The Jamestown-Yorktown Foundation,
an educational agency of the
Commonwealth of Virginia, administers
Jamestown Settlement and Yorktown
Victory Center living-history museums,
open 9 a.m. to 5 p.m. daily.
For more information,
call (757) 253-4838.*



*Philip G. Emerson
Executive Director*

*Editor, Deborah Padgett
Design, Ruby Gardner
Marketing and Retail Operations*

Printed May 2004

Jamestown-Yorktown Foundation at a Glance

Mission

The mission of the Jamestown-Yorktown Foundation is to educate and to promote understanding and awareness of Virginia's role in the creation of the United States of America. The Foundation, accredited by the American Association of Museums, is an educational institution of the Commonwealth of Virginia and administers two living-history museums. Jamestown Settlement interprets the cultures of 17th-century colonial Jamestown, America's first permanent English settlement, and the Powhatan Indians. The Yorktown Victory Center interprets the impact of the American Revolution on the people of America and the development of the new nation.

Governance

The Foundation is governed by a Board of Trustees. The Code of Virginia calls for a 40-member board consisting of the Governor, the Lieutenant Governor, the Attorney General, the Secretary of Education, members from the General Assembly, the President of the Jamestown-Yorktown Foundation, Inc., citizens of the Commonwealth appointed by the Governor and individuals appointed by the Board of Trustees.

Private Affiliate

The Jamestown-Yorktown Foundation, Inc., is a 501(c)3 not-for-profit corporation, governed by a Board of Directors, which coordinates private fund raising in support of Jamestown-Yorktown Foundation acquisitions, collection care, special exhibitions, educational programs and facilities.

Management

*Executive Director – Philip G. Emerson
Deputy Executive Director of Administration – J. Jeffrey Lunsford
Executive Assistant to the Boards – Laura W. Bailey
Senior Director of Marketing & Retail Operations – Susan K. Bak
Chief Development Officer – Arthur Caccese
Senior Director of Museum Operations & Education – Joseph A. Gutierrez, Jr.*

Jamestown 2007

The Jamestown 2007 Steering Committee was established by the Jamestown-Yorktown Foundation in 1996 to coordinate the Commonwealth of Virginia's role in the commemoration of the 400th anniversary of the founding of America's first permanent English colony.
*Jamestown 2007 Steering Committee Chairman – Stuart W. Connock
President and Executive Producer – William W. Cone*

People Served

Paid visitation, comprised of individuals, self-guided groups and education groups, to the Foundation museums totaled 637,592 in 2003. Complimentary admissions, including local residents and children under age 6, totaled 53,496. An additional 1,300 people visited Jamestown Settlement's *Godspeed* on public tours during visits to Norfolk and Hampton. During the 2002-03 school year, 82,465 students in 116 of Virginia's 134 school districts participated in the Foundation's outreach program.