2014 ANNUAL REPORT

INTERNATIONAL CIVIL RIGHTS CENTER & MUSEUM
Dear Supporters:

It brings me pleasure every day to serve the International Civil Rights Center & Museum, supporting its efforts to promote public enlightenment about justice and equality, through a focus on civil rights in this country and human rights around the world. I consider my work with ICRCM as my personal passion. I feel honored to have this once-in-a-lifetime opportunity to adapt my brand of “big-picture” economic understanding and strategic leadership to focus on this organization’s development as an educational landmark of the Civil Rights Movement. Since 2009, I have served as the Museum’s Chief Financial Officer, demonstrating a commitment to my chosen profession of corporate accounting and managerial finance. In March 2015, I was named the first Chief Executive Officer of ICRCM.

Since the opening of the Museum’s doors on Feb. 1, 2010 (the 50th Anniversary of the beginning of the civil rights sit-ins in the 1960s), we have aimed our sights toward fulfilling an important mission on behalf of this nation’s constitutional vision of full citizenship for every American. In our conception of this mission—as it strives to preserve the legacy of a long, rich history of the struggle for equality in a modern America—ICRCM serves as one of the key national trustees of the civil rights movement. With the support of our progressive-minded donors like you, we provide exhibits and programs to inform an ever-broadening public about the historic and cultural dimensions of a society advancing toward justice. We work against a national forgetfulness that might sustain claims that the need for reform on behalf of human dignity can be relegated to the past.

As an internationally recognized “site of conscience,” the Museum honors the special brand of courage exhibited by four A&T University students whose combination of dissatisfaction, determination, and hope was joined with an urgency toward the idea of a better America. By celebrating an indispensable milestone in the course of racial progress in the United States and the world, the ICRCM leverages the compelling authority of this landmark site to carry forward the evolution of human freedom and equality.

In the face of challenges associated with a financial downturn and with local controversy of the sort that often comes to an organization whose purpose is to highlight the previous and ongoing need for social, political, and economic reform, the ICRCM has demonstrated resilience and durability. Through strategic reorganization and financial restructuring, the Museum continues to make progress toward institutional stability to become a powerful voice for understanding in the world.

Going forward into our next phase, our key concerns are centered on sustainability and development. We will invest the hard-earned experience of these first years — starting up and maintaining operations in a challenging environment — toward securing and advancing the long-term prospects of this enterprise, while keeping our eyes on the larger vision of its place in history and in the future.

As you will see, our determination to move forward is firm. We have developed a plan for sustainability which includes a continuing practical reassessment of our current operations as we modify and adjust to changing business needs. We are also designing steps to embrace the vision of the museum’s founding more effectively. We ask that you continue to stand with us and help support a better tomorrow for all of our citizens.

John L. Swaine, CEO
International Civil Rights Center & Museum
FOUNDING VISION

We seek to memorialize the courageous stand of the Greensboro Four as they launched, for posterity, the sit-in movement on February 1, 1960. We hope that the International Civil Rights Center & Museum, with its focus on the sit-in activities at the F.W. Woolworth lunch counter in Greensboro in 1960, will inspire the vigilance and fortify the spirit of all oppressed people to step forward in the ongoing struggle for human freedom.

The Civil Rights Movement to end the oppressive regime of Jim Crow was re-ignited in 1960 at the former F.W. Woolworth building in Greensboro, the site of the 1960 lunch counter sit-in protest against racially segregated public accommodations. The International Civil Rights Center & Museum (ICRCM) has preserved and transformed this historic landmark to serve as an exhibiting, collecting, and educational institution.

2014 marked ICRCM’s fourth year of operation. Throughout the year, the Museum continued a trend of steadily increasing visitor levels. It welcomed more than 70,589 guests. Visitors came from 17 states, 34 countries, and all age groups. Of our visitors, 55 percent were students and youth from North Carolina and from across the country.

STATEMENT FROM THE BOARD CHAIR AND BOARD OF DIRECTORS

Dear Supporters:

The challenges faced by the ICRCM in 2013-2014 were many and daunting – indeed, it has been a time of continual challenge and controversy. Still, the ICRCM has faced these trials with courage and vision and a resolve to persevere. In response, a course of action created by dedicated museum staff and board members is being plotted and traversed. These actions symbolize a new and powerful vision for a self-sustaining center, honoring its legacy and continuing to bring light to our contemporary journey for justice. We have, by necessity, built stronger, braver spirits and now stand - as did the young men at the F.W. Woolworths lunch counter - in the sure conviction that stereotypes and racial inequities can be challenged, historical omissions recognized, and today’s obstacles overcome. We thank you for standing strong with us to make our needed and valuable mark in history.

Deena Hayes-Greene, Board Chair
International Civil Rights Center & Museum
Distinctive and compelling exhibits are at the center of the ICRCM experience. Our permanent exhibit, “The Battlegrounds,” is a state-of-the-art, 14-gallery sequence. The 15,000-square-foot layout is an engaging journey through the history of civil rights in the United States. It features audio-video narratives, photographs, artifacts, vintage newsreel footage, video reenactments, and interactive components that document efforts to dismantle racial segregation through nonviolent struggles for social change.

Visitors in 2014 consistently reported that “The Battlegrounds” is moving, inspiring, and unforgettable. Many volunteer the comment that the quality of the tours provided by our guides changes the way they think about civil rights and the history of this country.

Our changing exhibits in 2014 enriched the ICRCM experience by adding content on international rights struggles and by offering deeper insights into aspects of the ongoing quest for equality in the United States:

- The “Guantanamo Public Memory Project” exhibit, for example, portrayed human rights abuses that have occurred or are still occurring in modern-day detention centers (December 12, 2013–January 15, 2014).

- Another exhibit, “The Art of Activism: Civil Rights History on U.S. Stamps,” displayed the artwork of African-American artists, including Jacob Lawrence and Romare Bearden as it was disseminated through a special series of United States Postal Service stamps (January 15, 2014–August 1, 2014).
A solo exhibition of work by Greensboro artist Darlene Glenn-McClinton brought local talent to our national and international audience (September 1, 2014–December 31, 2014).

The Museum’s 2014 exhibits were complemented by thematically inventive programming. These events drew hundreds of participants each month. Our 180-seat American Express auditorium welcomed performers from the Triad and from around the country, screened films, and hosted discussions about contemporary struggles for freedom. Programs designed specifically by ICRCM, such as the day-long Martin Luther King Jr. Day celebration, feature local youth talent and historians who work in this region. The Museum’s lobby, classrooms, and conference space come alive with panel discussions, lectures, and community forums that reflect our mission.

ICRCM was also a significant part of numerous community-wide initiatives. Hundreds of Greensboro residents and local visitors joined us on First Fridays in downtown for poetry slams featuring writers from across the state, as well as for panels and discussions on important subjects like “The New Jim Crow.”

Saturday mornings brought groups of children to the building to enjoy “Saturday Storytelling,” arts projects, and other activities in our special SIMI’s Room, which makes civil rights history understandable and engaging for the leaders of tomorrow. Community leaders, civic groups, and parents and grandparents from across the region took part as readers, mentors, and instructors.

Students from High Point University, Greensboro College, North Carolina A&T State University, and the University of North Carolina at Greensboro volunteered and interned with us to gain practical experience in museum operations.

All of these accomplishments were made possible by the sustaining support of our donors, sponsors, volunteers, and guests.

BOARD AND STAFF REORGANIZATION

In keeping with our sustainability plan to increase representation from key business and civic organizations in our community, and to increase the financial stability of the Museum, we expanded our board to 24 members. We added nine members as part of a process that started in 2013.

The year also marked the re-design of our leadership structure, changing the previous position of Executive Director to that of Chief Executive Officer, consistent with that of a standard corporate organization. Later in the year, John Swaine was promoted to that position, a role that he fills in addition to his previous duties as Chief Financial Officer.

Also, in order to make good on our commitment to enhance fundraising as a dedicated function for our ongoing institutional viability, we developed a plan to hire a new Chief Operating Officer and Director of Development in early 2015.

EARNED REVENUE-PRODUCING INITIATIVES

In terms of internal operations, ICRCM increased its focus on establishing and maintaining earned revenue-producing initiatives to stabilize resources for ongoing daily operations and possible profitability so that operations might be expanded. Such initiatives included procurement of corporate underwriting for paid admissions to special events; encouragement of visits by members from military families with discounted entry fees; creation of special appeals to affinity groups and organizations that brought in students as part of the Black College Tour circuit; an initiative designed to increase self-guided tours to streamline visits and possibly increase efficiency; and an increased focus on sales for the retail museum store operation and on museum facility rentals. In late 2013, we began the process of developing self-guided tours, which launched in March 2014 and are available every day after 2 pm.
2014 ANNUAL GALA

Every year, the Museum’s Gala celebration gathers our community with its many donors, sponsors, and friends to honor those who have contributed significantly to our current state of progress on behalf of securing and expanding civil rights.

Held on Feb. 1, the 2014 Gala celebrated the 54th Anniversary of the lunch-counter sit-ins and was dedicated to the late Franklin McCain Sr. who died in January of 2014. ICRCM also honored music industry legends Quincy D. Jones and Clarence Avant, along with Corene Lee Williams Blair, mother of one of the A&T Four, and active supporter of the student sit-ins.

Joseph McNeil and Jibreel Khazan — the surviving members of the A&T Four — and Frank McCain Jr. shared memories about the late Franklin McCain Sr., reminding us that we must now find our own paths, continuing the work he and others started for all of us. Quincy Jones and Clarence Avant are giants in the entertainment industry who broke barriers and increased access for those who would come after them. They have used their success and fame to carry forward major humanitarian efforts in the United States and abroad. Jones was given the “Alston-Jones International Civil & Human Rights Award,” and Avant received the “Trailblazer Award.”

Corene Lee Williams Blair, mother of Jibreel Khazan, was named the Matriarch of the Greensboro Sit-in Movement for the critical role she and her family played in supporting the young people who started the movement and carried it through.

SOME HIGHLIGHTS FROM REVIEWS

We were rated the #1 attraction in Greensboro on Trip Advisor in 2014.

And we are a major draw for international visitors to the region.

“The International Civil Right Center and Museum is an important stop for the participants of the International Visitors Leadership Program of the U. S. Department of State. Rising Leaders from other countries are often sent to Greensboro just to learn about our civil rights history, and there is no better teacher than the ICRCM. The leaders find the museum informative and moving.”

Beth Robertson, Executive Director
Piedmont Triad Council for International Visitors
CIVIL RIGHTS MUSEUM VISITORS
BY THE NUMBERS

In 2014, your support helped the ICRCM serve 70,598 visitors from more than 34 countries.

**From states including:**
- California
- Connecticut
- Florida
- Georgia
- Maryland
- Michigan
- North Carolina
- New Jersey
- New York
- Ohio
- Pennsylvania
- South Carolina
- Tennessee
- Texas
- Utah
- Virginia
- Wisconsin
- District of Columbia

**From countries including:**
- Afghanistan
- Argentina
- Australia
- Belgium
- Brazil
- Cambodia
- Canada
- China
- Dominican Republic
- Egypt
- UK
- Germany
- Ghana
- Greece
- Holland India
- Indonesia
- Ireland
- Italy
- Jamaica
- Japan
- Kenya
- Mexico
- Nigeria
- Pakistan
- Peru
- Philippines
- Puerto Rico
- Russia
- South Africa
- Spain
- Sweden
- Tanzania
- Zimbabwe

**By the numbers**

- **26,889** STUDENTS
- **25,433** ADULTS
- **12,279** CHILDREN 12 AND YOUNGER
- **5,997** SENIORS

“**Our guide had so much pride and love behind every word that she said — it truly made me feel like she wasn’t there just to preach, she was there to teach and give everyone a better understanding. It felt like she just really hoped that she could touch the hearts of every person in our group.**”

“Thank you for the fine facility and outstanding tour. You literally made history come alive. You also brought me to tears. The history is so powerful, and so important for all Americans to understand.”

“The Museum exceeded our expectations. Our kids spoke about the images and messages that they saw, watched, and heard the whole way home.”

“This place should be named the best US museum…. Many of the exhibits will leave prints on your heart. [Visiting] this museum... is time well spent increasing our own humanity.”

**MUSEUM VISITOR QUOTES**

“I don’t know where to begin on the events that I’ve learned and gathered from this experience, because this trip to the museum was truly an amazing experience.”

“Overall, the museum gave me a much bigger and better understanding of the Civil Rights Movement. I know I will never truly understand or know everything, but I left with a lot of new insight—and a sense that I could almost feel what it must have been like.”

**PTCIV Executive Director, Beth Robertson (fourth from left), with a group of international leaders visiting the Triad.**
Dear Supporters:

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The Museum opened its doors on Feb. 1, 2010, the 50th Anniversary of the beginning of the sit-ins, with a mission to serve as one of the trustees of the Civil Rights Movement in the United States to inform an ever-broadening public about the historic and cultural dimensions of a society advancing toward justice — and to work against a national forgetfulness that might sustain claims that the need for reform on behalf of equal citizenship and human dignity can be relegated to the past.

As an internationally recognized “site of conscience,” the Museum honors the special brand of courage exhibited by four A&T University students whose combination of dissatisfaction, determination, and hope was joined with an urgency to act on behalf of a better America. By celebrating an indispensable milestone in the course of racial progress in the United States and the world, the ICRCM leverages the authority of this landmark to assure the evolution of human freedom and equality.

In the face of challenges associated with a financial downturn and with local controversy of the sort that often comes to an organization whose purpose is to highlight the previous and on-going need for social, political, and economic reform, the ICRCM has demonstrated resilience and durability. Through strategic re-organization and financial restructuring, the Museum has made progress toward institutional stability.
to become an enduring voice for understanding the values of an enlightened human community — relevant for any time and every place.

The Museum was built with the use of tax credit financing and private investments valued at almost $34 million which enabled landmark preservation, architectural rehabilitation, exhibit design, and Museum operations on behalf of a private enterprise devoted to civic enlightenment. This has been achieved through financial arrangements like federal and state historic tax-credits, as well as the New Market tax-credit program, which invested more than $28 million in the project, and made the establishment of the Museum possible. The extraordinary efforts to gain these credits reflect the resourcefulness that continues to sustain the Museum’s vision. Likewise, the successful reality of this vital project in the center of Greensboro reflects a productive collaboration involving the Museum founders, the Board of Directors, philanthropic and corporate supporters, community leaders, and individual contributors.

During the fall of 2013, the City of Greensboro approved an allocation of $1.5 million, in the form of a forgivable loan to ICRCM. The City and ICRCM have an agreement in place, which defines the terms and conditions of the loan. The ICRCM will continue to maintain a high quality of financial governance. The loan arrangement with the City represents an important municipal contribution to a cultural attraction that exemplifies the progressiveness of Piedmont North Carolina and provides substantial economic benefits for the City of Greensboro.

The challenges that were met in order to open the Museum were significant, but created an annual tax credit obligation of $360,000 per year, for a period of seven years, as part of its ongoing repayment structure. The Museum will soon have completed its full obligations associated with this arrangement, leaving the building debt-free by August 2016. The full amount of funds required to achieve this goal by that date is currently held in reserve to make the completion of this daunting process an accomplished fact — after only seven years.

Going forward, with a newly expanded board of directors representing the Museum’s history and its future, with community ties to civic groups, and the business establishments in Greensboro and the Triad, our next phase of planning will focus on the sustainability of our operations and the development of programming that supports and enhances our mission of the advancement of a global understanding about civil and human rights. We see this as a chance to reaffirm our commitment to the long-term future of this institution. In doing so, we will retire the remainder of a $4 million note, held by Carolina Bank since 2009; the outstanding balance is $777,877.56, as of October 1, 2015. In 2013, in addition, the Museum received a grant of $25,000 from the Greensboro Community Foundation to help complete the 2010 audit. Later, in 2014, the Foundation offered the Museum an 18-month loan for $50,000 to help pay for the costs of the 2011 and 2012 audits. As of October 1, 2015, the outstanding balance of $50,000 remains on our books. These two notes of indebtedness, totaling $827,877.56, are expected to be retired fully in 2016, based on our development plans.

Further, focusing our attention on what will come next, the Museum’s management has made some very difficult cuts in expenditures as well as reductions in staffing that were judged to be necessary to fit our operations to a realistic assessment of our current financial capacity. But we have, at the same time, begun planning to establish an endowment to ensure long-term operations and to insure the possibility of program enhancement and more extensive outreach. As the Museum has navigated through the challenging period of its first five years, we have refined the operational structure by eliminating more than $1.5 million in labor costs since opening — reducing full-time staff from 15 to four, and increasing part-time staff from 14 to 15 — while still managing to provide
the highest level of guest services and customer satisfaction. Outside of these adjustments, we have managed other areas of concern such as utilities, which absorb between $18,000 and $25,000 of our earnings each month. Our management is currently seeking capacity-building grants to implement limited modifications to our building systems, as recommended by a 2012 energy audit that will significantly reduce the costs of utilities by as much as $45,000 per year. As we continue to gain experience with the passing of each business cycle, we are observing new opportunities to streamline other costs in the Museum.

We have an amazing track record; and we will not quit. ICRCM and all related entities have received clean audit opinions for every year since our founding.

With your continued support for ICRCM, our drive to move forward will be demonstrated in a fully elaborated plan of action to achieve sustainability. That plan includes continuous reassessments of the efficiency of our current operations. But it also presents a confident outline of initiatives that will broaden the Museum’s visibility and generates innovative streams of revenue for years to come. Akin to the perseverance and inspiration of A&T’s “Greensboro Four” the ICRCM, also, represents resilience in the will to struggle for basic civil and human rights. We are committed to the belief that the Museum must stand protected and supported as a reminder of how far we have come, as a community and as a country, toward a democratic society that honors the promises Americans have made to themselves in the Constitution.

**John L. Swaine**, CEO
International Civil Rights Center & Museum

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**SIT-IN MOVEMENT INC. - BOARD OF DIRECTORS**

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EDUCATIONAL FIELDTRIPS

During the time that many school districts are cutting back on providing educational experiences requiring travel to cultural and historic sites that embody the history of North Carolina and the nation, this initiative has already brought thousands of social studies students in grades 4, 5, 8, and 11 from across the state to experience the Museum and explore its significance.

“BUILDING A BETTER AMERICA” LESSON PLANS

At the Museum’s behest, more than 40 lesson plans have been written by professional educators at the primary and secondary school levels to cultivate an understanding of the core democratic values conveyed in our permanent exhibit, “The Battlegrounds” — large themes closely relevant to a thoughtful person’s life in this country, like liberty, the right to vote, and equal protection under the law. The lesson plans are designed as classroom exercises in advance of a Museum visit, activities onsite following a tour at the Museum, and classroom learning experiences afterward to extend the impact of a Museum visit. ICRCM curriculum materials are aligned with North Carolina’s Essential Standards for Social Studies.

A donation of $250 from our supporters covers the cost of admission for 25 students to the Museum, and includes related instructional materials for the three phases of the Museum experience (before, during, and afterward). This support will allow students to achieve understanding and memories that last long after they leave Greensboro. Donors are invited to sponsor a particular class, a particular group, or a particular grade level.

RECOGNITION OF SUPPORT

Each donor’s name will be recognized in the ICRCM lobby and on the ICRCM website. Please contact the museum directly if you would like to make a specific contribution to sponsor a “Building a Better America” experience.
To all of our donors, visitors, corporate sponsors, community partners, and friends:

Thank you for your commitment to the CIVIL RIGHTS MUSEUM and continued CIVIL RIGHTS MOVEMENT!

Please stop by, visit us online or through social media to get the latest on what's happening, see a list of our donors, or to make a contribution.

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