



NORTH CAROLINA MUSEUM OF NATURAL SCIENCES

CODE OF ETHICS



September 20, 2016

Preface

‘Ethics’ is defined in dictionaries, including Merriam-Webster and dictionary.com, as:

A branch of philosophy dealing with what is morally right or wrong; a system of moral principles; an area of study that deals with ideas about what is good and bad behavior; ethics are well-founded principles that help people make choices about what they ought to do.

A ‘code of ethics’ for museums is defined by the American Alliance of Museums and International Council of Museums, with added emphasis by the North Carolina Museum of Natural Sciences on the needed duality of environmental and societal contexts, as:

A single document describing the museum’s commitment to put the interests of society and the environment ahead of the interests of the institution or of any individual; as a cornerstone document of the museum, its sets forth standards for professional practice and accountability.

This Code of Ethics

This Code of Ethics is sequenced as follows. The approach is a combination of making it clear how the North Carolina Museum of Natural Sciences (‘NCMNS’) operates in an ethical manner cognizant of state government and museum sector codes of ethics; how NCMNS culture results in a customized, high-performing, mission-driven and standards-driven workplace; and how NCMNS contributes to the museum sector at large. As well, every effort has been made to shape this Code of Ethics as a readable ‘living’ resource that stimulates the reflective attention by all staff, volunteers, affiliates, and governance.

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Public Service in Leadership, Mission and Strategic Contexts

North Carolina

North Carolina has *Esse quam videri – To be, rather than to seem* – as its motto: this may be paraphrased in modern parlance as the need to walk the talk from an ethical perspective. In alignment with this motto, NCMNS headlined its 2014 update of the institution’s core values as *the service-driven ways we think, act and react*. The overriding conscience of NCMNS is the maximization of its value across the State of North Carolina as the foremost beneficiary.

Department of Natural and Cultural Resources

Natural and Cultural Resources became a new Department (‘DNCR’) in 2015 to be a leader in using the State’s natural and cultural resources to build the social, cultural, educational and economic future of North Carolina. Remaining with free general admission, NCMNS is a division of DNCR: both, therefore, have the same policies and procedures and mutually reinforcing codes of ethics. DNCR advances with the following strategic framework.

Mission:

To improve the quality of life in our state by creating opportunities to experience excellence in the arts, history, libraries and nature in North Carolina by stimulating learning, inspiring creativity, preserving the state’s history, conserving the state’s natural heritage, encouraging recreation and cultural heritage tourism, and promoting economic development.

Goals:

- Education: Promote opportunities for authentic and memorable online, outreach, and onsite educational experiences that are innovative, interactive, and inspirational to improve the quality of services and stimulate learning.
- Economic Development: Create opportunities for engaging participants through innovative programming, thematic scheduling, and earned income activities for national distinction to promote economic development.
- Efficiency: Preserve, conserve and protect North Carolina’s natural and cultural resources in a more efficient and effective manner

Values:

- Diversity and inclusion
- Health and safety
- Customer service
- Accountability
- Quality
- Collaboration and teamwork
- Innovation and creativity

NCMNS is among several DNCR institutions accredited by national professional associations.

North Carolina Museum of Natural Sciences

Introduction

Throughout NCMNS – its staffⁱ, volunteersⁱⁱ and governanceⁱⁱⁱ at all onsite, online, offsite and outdoor venues – all planning and operations are founded on ethical principles in a collegial, externally mindful, climate of continuous improvement toward greater achievements. Every statement about conduct in this Code of Ethics is a striving for an-above-and-beyond posture in relation to applicable local, state, federal and international laws and regulations. This Code communicates transparency, consistency and accountability throughout NCMNS at all levels to earn and maintain public trust and for the greater good.

Mindful of both recent reminders across the museum sector about the needed pursuit of relevance and the breadth of the NCMNS purpose regarding nature and humanity, it is this institution's position that a code of ethics is most impactful when it encompasses all facets of the organization, starting with collections. Stated another way, a whole organization is only as strong as its weakest link. In particular, the NCMNS Code of Ethics draws inspiration from the breadth of AAM's *Code of Ethics for Museums*^{iv} and ICOM's *Code of Ethics for Museums*^v but also notes the exclusive focus on collections in some codes for specific museum types^{vi}.

At NCMNS, this Code of Ethics is propelled by the obligations and expectations of being part of the State's Public Service; the wise and efficient use of taxpayer money; the upholding of the public trust; the maximized variety and volume of mission-advancing impacts; and the overall maximum return on the institution's public and private sector investments. These commitments are additionally stimulated by the responsibilities that come with NCMNS being the State's most visited tourist destination, the State capital's top-rated attraction, and the high calling that comes with recognition as an IMLS national medal recipient for outstanding community service at the White House in 2014 and winner of the top economic impact award by the Greater Raleigh Convention and Visitors Bureau in 2015.

Mission

In 2014, post expansion, NCMNS adopted *To illuminate the interdependence of nature and humanity* as its mission statement with *what do we know?*, *how do we know?*, *what is happening now?*, and *how can the public participate?* as propelling questions. Spurred by AAM's guideline that a museum's mission statement should feel like the institution's beating heart, NCMNS made these decisions mindful of the below-noted 2007 and 2012 declarations (page 7) as well as emerging trends in the museum field captured by such phrases as 'safe places for difficult ideas', 'from nice to necessary', and 'from indifference to indispensability'. Through its mission, NCMNS views the geological past as the key to the present and future, embraces the premise of the Anthropocene as a stimulant to sustainable long-term approaches, and the prudence of whole-Earth thinking as a mindset to help narrow the gap between humanity and nature in the reality of one biosphere between one atmosphere and one lithosphere.

This stance is reinforced by North Carolina as an instructive crossroads of nature^{vii}. Stretching from Cape Hatteras, where the Gulf Stream swings northeastward towards Europe, to the almost 7,000-foot high Mount Mitchell along the Appalachian drainage divide, North Carolina ranges from subtropical to subalpine with habitats including many unique features in global biodiversity terms. So although NCMNS is a state museum, its research and education horizons are necessarily national and global: seen in the reverse, this means that NCMNS is a prized source of nationwide and international prestige for North Carolina.

The primary facets of the public value of NCMNS are:

- Advancing the forefront of knowledge about the dynamic world of nature
- Providing experiences for all ages and backgrounds to be immersed in nature
- Making data collection and scientific research accessible to schools and the public
- Enabling quality family time in engaging and meaningful ways
- Eliminating accessibility barriers to those with disabilities
- Engaging the public in global sustainability issues

The choices, contexts, trends and palpable zest for innovation at NCMNS have combined to make this institution a collaborative amalgam of a natural history museum, natural sciences museum, a science-technology center, a children's museum, an aquarium, a zoo and a nature center, but all with collections and research at its scholarly core. With the museum sector sensing a need to blur its traditional boundaries and adopt a form-follows-function approach, NCMNS resonates with the codes of ethics associated with each of these museum types.

Leadership

NCMNS aspires to the vision of Aristotle that the enduring high purpose of organizational leadership – one which must be resistant to the potential pushes and pulls of short-term exigencies – is ideally about the harmonious pursuit of positive consequences in the world. The museological version was expressed by John Cotton Dana over a century ago when he wrote these increasingly well-known words: *Learn what aid the community needs [and] fit the museum to those needs*^{viii}. His choice of needs over wants, that is of necessities over desires, is ethically instructive because the positioning and marketing of today's museums must grapple with fluid consumer tastes and a society seemingly more at ease with short timeframes. NCMNS also subscribes to a framework for balanced leadership defined by internal-external and present-future axes^{ix}. These delineate the equally primary responsibilities to be those of coach (internal-present), change-agent (internal-future), spokesperson (external-present), and direction-setter (external-future). This balance helps to ensure a steady institutional course.

NCMNS further recognizes that progress with societal and environmental matters is inevitably punctuated by challenging moments. Its approach is that public opinion around controversial topics usually follows a bell curve which, as debate intensifies and then slows, morphs from initial discomfort to growing acceptance. Through town halls and film series, and with overwhelmingly

positive evaluations, NCMNS has found pathways to engage audiences in a wide range of contemporary science-related subjects, including the Sustainable Development Goals of the United Nations. As an ethical consideration, we ask ourselves at what point – before, during, after, or never – does the institution responsibly become a stage for public engagement around a challenging issue? NCMNS believes that with its proactive mission-driven journey of relating to the important matters at hand, its audience will seldom be surprised over the latest step to address topics of a challenging nature. Indeed, a consistent profile of this nature not only incrementally affirms the institution’s chosen direction but also attracts funders who, nowadays, increasingly seek outcomes that make a positive difference – locally, regionally, nationally and/or globally. NCMNS also recognizes that with the Anthropocene concept emphasizing environmental responsibility and encouraging future thinking, nature and science museums are at their most powerful when they also integrate social responsibility and unravel past-present-future trends. We recognize that the rising popularity of citizen science – lifelong public participation in scientific research – offers an especially promising pathway.

Lastly, NCMNS recognizes that museums are being encouraged to increase their value as civic and regional resources, blur their boundaries, and infuse empathy into their approaches. A related obligation, one of both pragmatism and conscience, is preparedness for emergency situations, however caused. While museums may be temporarily closed or be disabled to a degree after a disaster strikes, NCMNS stands ready to work with authorities so as to be of maximum assistance to the community, as soon as possible and for as long as possible.

Strategic Drivers

Most visitors have little or no tangible contact or comprehension of the ecosystem they live in and depend upon.

- Robert Sullivan^x

Every institution, including a museum, must be judged on its distinctive ability to provide value to society that builds on unique institutional strengths and serves unique community needs.

- Harold Skramstad, Jr.^{xi}

... the awkward matter remains that, for a variety of reasons, the museum field has never agreed – and until recently, has scarcely even sought to agree – on some standard by which the relative worthiness of its constituent member institutions might be measured.

- Stephen Weil^{xii}

We have come to understand the museum as an organism – living and breathing – generating activity that is extruded outwards with expectations of net positive returns.

- Jacqueline Gijssen^{xiii}

At the attitudinal core of NCMNS is a keen sense that everyday performance is optimized by an alertness to ‘doing things right’ and ‘doing the right things’, by adherence to this Code of Ethics as a behavioral compass, and the strategic umbrella of these two iterative equations^{xiv}:

meaningfulness + popularity = relevancy | relevancy + renewal = vibrancy

NCMNS also infuses the lessons to be learned from the declarations that concluded two recent international convenings of the nature and natural history museum sector:

October 2007, Paris^{xv}:

Given that science is critical for sustainable management of biodiversity and ecosystems and, through it, survival of human populations on this planet, the vital contributions of these institutions are fourfold: a) They are the primary repositories of the scientific samples on which understanding of the variety of life is ultimately based; b) Through leading-edge research they extend knowledge of the structure and dynamics of biodiversity in the present and in the past; c) Through partnerships, and through programs of training and capacity-building, they strengthen the global capability to address current and future environmental challenge; and d) They are a forum for direct engagement with civil society, which is indispensable for helping bring about the changes of behavior on which our common future and the future of nature depend.

February 2012, Washington, DC^{xvi}:

Humanity is embedded within nature and we are at a critical moment in the continuity of time. Our collections are the direct scientific evidence for evolution and the ecological interdependence of all living things. The human species is actively altering the Earth's natural processes and reducing its biodiversity. As the sentient cause of these impacts, we have the urgent responsibility to give voice to the Earth's immense story and to secure its sustainable future.

Another ingredient in the success of NCMNS has been its embrace of approaches to strategic thinking more often associated with progressive practices in the business sector. These include:

- Generative thinking: defining the extent of an issue through novel questions
- Unique value propositions: segmenting value for different audience needs
- Form follows function: optimizing methods to achieve beneficial outcomes
- Social entrepreneurship: assembling old concepts in advantageous new ways
- Strategic foresight: agility to pursue a compelling, externally valuable, vision

The more NCMNS innovates, the more it presses forward and succeeds in new and often unforeseeable ways. Its appetite to reach wider and deeper is relentless. Although, as a government-run museum for which the limited scale of taxpayer funding is out of synch with the rising volume of its mission-advancing opportunities, what propels the institution is its expertise, energy and attitude as well as its embrace of collaborative relationships.

No conventional strategic planning process could have anticipated the map for the innovative journey which NCMNS has charted. Striving to work as a total unified effort, the framework comprised of the above-referenced characteristics has fueled a collective sense – first internally, growing externally, then inseparably – that humanity must see itself as ecologically inseparable from all other forms of life in one interconnected global habitat.

Ethical Conduct of Staff, Volunteers, Affiliates, and Governance

Core Values

NCMNS values are a Division-specific amplification of DNCR values. Through a staff-nominated, cross-functional task force ranging in terms of service from two to thirty years and with its recommendation endorsed by the entire staff, NCMNS developed a newly styled, post-expansion statement of its core values in 2014. Frequently cited in discussions of staff performance, organizational direction and external communications, the memorable summary statement comprises three values at each of three levels. As the sequential steps of any robust undertaking, the *Foundation* level comprises *Integrity*, *Professionalism* and *Commitment*; the *Approach* level comprises *Inclusion*, *Innovation* and *Collaboration*; and the *Outcome* level comprises *Engagement*, *Impact* and *Sustainability*.

In turn, this set of core values compel staff, volunteers and governance to the following baseline for everyday conduct:

- Conscientious fulfillment of assigned duties
- Collegial and constructive working relationships
- Continuous learning from related circumstances
- Highest standards of personal and professional conduct
- Due diligence in the health and welfare of living collections
- Due diligence in the stewardship of natural history collections
- Maximum benefits from professional development opportunities
- Ambassadorship of the institution's name, mission, program and services
- Growing value of integrated science, society and environment approaches
- Greater potential for contributions by the museum profession to the greater good
- Pursuit of maximum returns on all institutional investments by the public and private sectors

Even in rooted workplaces where it seems a new atmosphere can't be cultivated, it is surprising how quickly positivity, openness and respect can catch on, once the enabling infrastructure and commitment to change are in place.

- NCMNS staff member responding to the draft of a Situation Analysis prepared by the new Director in August 2013, six months after his appointment

Policies and Procedures

As public servants, NCMNS staff are subject to all policies and procedures of the North Carolina State Government. Foremost, these include compliance with legal protocols set forth by the State Ethics Commission^{xvii} ^{xviii}. Its emphasis is on avoidance of perceived and real conflict-of-interest situations which have the potential to arise through working relationships, secondary employment situations, and the receiving and giving of gifts. For all managerial personnel, there is also a mandatory annual training update.

DNCR, in which NCMNS is a reporting Division, amplifies State policies and procedures with its Code of Conduct. With a preface that states *The Department does not permit any activity that fails to stand the closest possible scrutiny*, this sets forth standards for the demonstration of high personal standards, responsibilities as public officials, demonstration of professional integrity, and avoidance of conflict of interest. Specifically, no individual in any DNCR Division may use her/his position for personal gain or to benefit another at the expense of it or any other Division, its/their mission, reputation and communities served.

Structure, Culture and Communications

NCMNS recognizes that staff working well together is a fundamental ingredient to their ethical conduct, individually and collectively.

In its 2013 Situation Analysis, NCMNS defined an organization as an association of staff working together as a whole. Internally for staff, its structure configures staff expertise according to individual and team responsibilities and accountabilities in a holistic manner. It also maps out lines of managerial reporting, decision-making and delegation as well as the most productive pathways for cross-functional communications. Also noted was the fact that because organizational structures comprise a pyramid of labeled and connected units, it is necessary to remedy any so-called white space disconnects. Two instructive metaphors were that a building's wiring diagram illustrates energy transfer once wires are correctly in place and an orchestra cannot perform without every player being acutely aware of her/his integral role. It follows that the purpose of any re-organization is to improve efficiency for higher overall performance towards goals. From the standpoint of those outside an organization, the organizational structure pinpoints the authoritative sources of information and for decisions.

NCMNS has three complementary managerial team structures, the first two chaired by the Director. The Management Team meets bi-weekly and is comprised of all direct reports, the Executive Director of the Friends of the Museum, and the Director of Development, a position which straddles the NCMNS and Friends structures; the Management Team also has an invited guest protocol. The Leadership Team usually meets bi-weekly, and also as needed: its membership comprises the two Deputy Directors of NCMNS who in the absence of the Director share in the CEO responsibility for NCMNS. Thirdly, each Section also operates with managerial and/or whole staff meeting(s).

While the most efficient organizational structure with delegated decision-making goes a long way toward minimizing the need for other teamwork structures and boosting the overall satisfaction level of meetings, NCMNS recognizes the additional need for a minimum number of cross-functional standing committees and time-limited, project-specific, task forces. Each is required to develop and adhere to a clear protocol of its purpose, structure, membership, and operations.

Of basic importance to NCMNS is that staff embrace a culture of mutually-supportive colleagues in the same organization with the same overall mission. Accordingly, it is recognized that while email is a powerful tool for information, it is usually an inadequate, and potentially counterproductive, tool with which to solve a problem. Especially when a problem needs airing for its cause(s) and solution(s), NCMNS recognizes that the best approach is a scheduled, well-coordinated meeting of all concerned in an appropriate setting. Whatever form of communication is deemed best, NCMNS also knows that the choice of needed participants is vital consideration and that diagonal communications across the organizational structure run the risk of omitting expected courtesies, operational inefficiency, and unintended consequences.

Formal extensions of the NCMNS organizational structure are signed memoranda of understanding with the whole or parts of other mission-aligned organizations. Rooted in a shared history and collegial relations, these documents become the instrument to reliably organize the way(s) by which two organizations commit to work towards a greater-than-the-sum-of-the-parts goal(s).

Volunteers

NCMNS benefits greatly from its equal opportunity, 70,000+ annual hours of volunteerism. All volunteers receive an orientation with documentation and sign a service agreement that specifies mutual expectations. Although they choose to be deployed, and are equally welcomed, across all functions, they know that they represent the whole institution at all times. Honored for the generosity of their time and the gratification they derive from community service, NCMNS hosts an annual celebration of volunteer contributions with service and other special awards alongside fellow workers.

Affiliates

NCMNS maintains a detailed and regularly updated policy that specifies procedures through which recognition is extended to external organizations and individuals as Museum Affiliates. For mission-similar organizations, Affiliate status acknowledges a collaborative relationship with NCMNS that may manifest in co-sponsored research, educational or outreach programs, exhibits, or featured events. To be recognized in this capacity, Affiliate organizations are expected to be like-minded with NCMNS with regard to mission and ethical standards, and are required to hold membership meetings that are freely open to all public in order to maintain their Affiliate status.

NCMNS policy for individual Affiliates specifies relationships between the NCMNS and non-staff researchers similar to the adjunct faculty status afforded by most universities and colleges. Individuals may be recognized by NCMNS in one of several categories of Research Affiliate and are expected to maintain the same high-level of professional integrity as NCMNS staff. Individual Affiliates are given the privilege to use their NCMNS affiliation in professional interactions and publications, and therefore the ethical reputation of the NCMNS is strongly guarded in these Affiliate relationships.

For both Organizational and Individual Affiliates, NCMNS policy specifies that such status is applicable for a period of three years, and that this status can and will be rescinded if any breaches of professional or ethical protocols occur.

Museum Advisory Commission

With *ex officio* State officials and appointed, unpaid, State-wide members serving a maximum of three 4-year terms, this Commission has existed since 1960 with this State mandate:

To formulate policies for the advancement of the mission, to make recommendations to the Governor and to the General Assembly concerning the Museum, and to assist in promoting and developing wider and more effective use of the North Carolina State Museum of Natural Sciences as an educational, scientific and historical exhibit.

The Commission Chair and the NCMNS Director, who is an *ex officio* member of the Commission, maintain a close working relationship. The Commission reports annually on NCMNS progress to the Legislature. As a signatory on this Code of Ethics, the Chair signifies his/her concurrence with its contents as well as his/her commitment to review it annually with Commission membership.

Friends of the Museum, Raleigh and Whiteville

The Friends of the NCMNS in Raleigh is a nonprofit 501(c)(3) entity with an unpaid Board of Directors whose purpose is to support the Museum's mission. The NCMNS Director is a standing member of the Board and its Executive Committee. This organization began in 1979 as the North Carolina Natural History Society and became the Friends of the North Carolina Museum of Natural Sciences in 1993 with this mandate:

To develop, encourage and promote public awareness of and appreciation for North Carolina's natural heritage; to serve as a philanthropic society for the support, maintenance of programs, and development of facilities of the North Carolina State Museum of Natural Sciences; and to solicit, hold, invest, and expend funds for such purposes; to render assistance as requested by the North Carolina Museum of Natural Sciences; and to provide a statewide organization for the informational and educational interchange with nature centers, natural history museums, state agencies, and other organizations interested in natural history.

As a signatory on this Code of Ethics, the President of the Raleigh-based support group signifies his/her concurrence with its contents as well as his/her commitment to review it annually with the Board.

The younger Friends of the NCMNS at its Whiteville Branch in Columbus County is a sister nonprofit entity whose purpose is to support this satellite operation. The Chief of the NCMNS Regional Network section is on its Board.

NCMNS and its Friends organizations are committed to seamless working relationships to grow community awareness and support through contributed and earned revenues. As well, NCMNS values the expertise it gains from their standing committees and task forces.

Ethical Conduct across the Entire Organizational Structure

The more-than-the-sum-of-the-parts organizational structure of NCMNS is composed of the Director's Office, seven Sections, and Development which is a joint function of NCMNS and the Friends of NCMNS. Each is described below in terms of its form-follows-function styled strategic objective and ethical obligations – summarized with a contextual quotation – to emphasize that every component plays an integral role in the advance of the whole institution through its onsite, offsite, outdoors and online venues.

Director's Office

Through the Director's Office, the institution's entire team, functioning holistically and alert to local, regional, national and global needs, exemplifies the greater potential of nature and science museums by expanding resources for the institution, demonstrating its unique public value, and helping to advance the field as a whole through sharing of its best practices.

Successful leaders see the opportunities in every difficulty rather than the difficulty in every opportunity.

- Reed Markham

For NCMNS, there is a continuity between its responsibility to be maximally successful as a state institution and its aspiration to be an exemplar of progressive practice for the nature and science museum sector, nationally and globally. The fuel for success at both levels – which we view as a mutually advantageous journey – requires the combination of a 'glocally'-mindful institutional mission, an internal learning culture that reads and reflects broadly, and an ethos among leadership and management of the need for whole-Earth approaches in the context of the Anthropocene.

The results of being a globally-alert organization include the seeking of opportunities to host colleagues from around the world, both through the conferences NCMNS attracts (e.g. Association of Science-Technology Centers, 2014; Citizen Science Association, 2019) and those NCMNS supports (e.g. Evolution 2014 [American Society of Naturalists, Society for the Study of Evolution, and Society of Systematic Biologists]; The Wildlife Society, 2016). We draw energy from peers across the museum sector whom we host and connect with digitally.

Resource Administration

The Resource Administration team oversees the resource needs of the institution, staff and visitors by managing its portfolio of business services, including human resources, budgets and grants, information technology, and facility and security services in close cooperation with state government, university and other partners.

Great vision without great people is irrelevant.
- Jim Collins

Success of this team depends on the trust and confidence it earns from all co-workers. To build and maintain credibility across the organization, with colleagues in State Government, and with contractors, vendors and suppliers, administration of NCMNS operating resources – facilities, personnel, budgets, grants, and technology – depends on honorable conduct across all areas. At the core, and diligently adhering to sound judgment and practices, this knowledgeable team ensures compliance with all applicable State policies and procedures. More specifically, this team works to maintain a clean, safe, functional, and healthy workplace; prioritize and minimize deferral of facility maintenance; be an equal employment/affirmative action employer providing a dignified workplace that is free of offensive or harassing behavior and provides a comfortable, confidential and solution-orientated environment for personnel inquiries; investigate and resolve situations involving investigations and disciplinary action; and maintain a proactive health and safety committee with rehearsed procedures for emergency evacuation.

Selected websites of primary administrative resources:

Office of State Budget and Management: www.osbm.nc.gov
Office of State Human Resources: www.oshr.nc.gov
Department of Natural and Cultural Resources: www.ncdcr.gov

Research & Collections

The Research & Collections team increases knowledge and insight about the natural world by collecting, preserving and documenting specimens and objects, conducting original research, making data and results available and accessible to the broader scientific community and to the public, and inviting society's participation in collections and research opportunities.

Research not communicated is research not completed.
- Susan Glover

Research & Collections staff maintain, improve and expand the research collections of NCMNS, and conduct high-quality, original scientific research. Section staff members adhere to best practices with regard to both collections and research activities as advanced by the major academic/scientific societies and organizations governing the variety of scientific disciplines represented by NCMNS staff and by the AAM Code of Ethics. Further, Research & Collections staff

members: maintain and periodically review and update detailed policies specifying protocols, procedures, and expectations governing collections activities and scientific research; adhere to all local, state, national, and international laws, regulations, and conventions applicable to their activities; assure that the Research Collections, and their associated data, are mission-supporting, legally held, secure, regulated, and accessible in accordance with stated NCMNS policies, including strict and specified requirements for the accessioning and deaccessioning of any specimens or objects and the permissible use of any monetary proceeds arising from the deaccession process; obtain all required permits for their activities; are expected to maintain the highest level of professional integrity and public service, including the expectation that no staff member will gain personal profit or advancement to the detriment of the Research Collections or the reputation of NCMNS.

To reiterate, collections and curatorial staff understand the paramount importance of adhering to the highest standards of accessioning, care and maintenance of all natural history collections in accordance with documented policies and procedures, of efficient protocols for access to collections, and of deaccessioning protocols and the obligatory reinvestment of any accrued funds into further collections. The statement in North Carolina Statutes in reference to NCMNS that *Sales or exchanges shall be conducted in accordance with generally accepted practices for accredited museums* is repeated by the statement in NCMNS Research Collections Policy that *any proceeds for deaccessioning of any collections object(s) may only be used for new acquisitions or for the direct care/preservation of the collections*.

Selected websites of relevant scientific organizations and societies:

American Association for the Advancement of Science: <http://www.aaas.org>

Society for the Study of Evolution: <http://www.evolutionarysociety.org/>

Society of Vertebrate Paleontology: <http://vertpaleo.org/Membership/Member-Ethics/Member-Bylaw-on-Ethics-Statement.aspx>

American Society of Mammalogists: <http://www.mammalsociety.org/asm-policies>

Geological Society of America: <http://www.geosociety.org/aboutus/ConductCode.htm>

American Society of Ichthyologists and Herpetologists: <http://www.asih.org/>

Living Collections

The Living Collections team increases awareness and understanding of the animal world by maintaining, displaying and interpreting a healthy living collection, promoting conservation, enhancing the visitor experience through integrated approaches to exhibitions, onsite and offsite programs, and advancing the fields of animal husbandry and wildlife veterinary medicine.

I go to nature to be soothed and healed, and to have my senses put in order.

- John Burroughs

Living Collections staff follow the core belief that animal and human health, safety and welfare are of paramount importance. Section staff adhere to standards in the health and medical management of live collections, and to standards in the prevention and spread of zoonotic

disease, that equal or exceed best practices defined by the Association of Zoos and Aquariums. Staff demonstrate leadership and innovation by working progressively to advance these standards within the field, follow an institutional plan that documents the need for every live animal in the collection, and promote the interests of wildlife conservation, biodiversity, and animal welfare to visitors, colleagues, and society as a whole. Staff develop, maintain and periodically review and update detailed policies, procedures, protocols, and expectations governing the institutional care and use of live animals in educational programming and exhibits; adhere to all applicable local, state, national, and international laws, regulations, and conventions; obtain all required permits; ensure that the live collection, all associated data, and all associated activities are mission-supporting, legal, secure, regulated, and in accordance with NCMNS policies; and follow defined and specific requirements governing the accession, transfer and transition of live specimens. Live animals are not knowingly transferred from the collection to organizations or individuals who allow hunting, participate in the auction of live animals, or whose primary business involves the pet trade or sale of live animals. Neither do staff knowingly engage in field collecting or other activities that negatively impact the environment or the short or long-term survival of wild populations.

NCMNS intends to apply for accreditation by the Association of Zoos and Aquariums which will lead a separate Code of Ethics for Live Animal Collections.

Selected websites of relevant zoological and veterinary associations:

Association of Zoos and Aquariums: <https://www.aza.org/code-of-ethics>

World Association of Zoos and Aquariums:

http://www.waza.org/files/webcontent/1.public_site/5.conservaion/code_of_ethics_and_animal_welfare/Code%20of%20Ethics_EN.pdf

European Association of Zoos and Aquariums: <http://www.eaza.net/assets/Uploads/Standards-and-policies/EAZA-Code-of-Ethics-2015.pdf>

American Association of Zoo Keepers: <https://www.aazk.org/wp-content/uploads/AZK-Operations-Manual-2014-Linked.pdf>

American Association of Zoo Veterinarians: <http://www.aazv.org/?74#>

American Veterinary Medical Association: <https://www.avma.org/KB/Policies/Pages/Principles-of-Veterinary-Medical-Ethics-of-the-AVMA.aspx>

Exhibitions & Digital Media

The Exhibitions & Digital Media team propels the institution's collections, research and programs to the forefront of public knowledge and enjoyment by developing and maintaining an engaging array of interpretive experiences and media that address the learning styles of a diverse public and the changing knowledge about natural and cultural environments.

The best museums and museum exhibitions about science and technology give you the feeling that, hey, this is interesting, but maybe I could do something here, too.

- Paul Allen

Services provided by Exhibitions & Digital Media constitute a primary part of NCMNS messaging in the pursuit of its mission through a dynamic visitor experience. As such, their curated efforts demand the highest quality and fidelity to science, education and visitor engagement with ADA compliance. Exhibitions embody the latest consensus of knowledge across the natural sciences while collateral experiences, such as town halls elucidating science-society-environment matters, more readily provide latitude for a spectrum of viewpoints to help inform the core science. In particular, also, attention is paid to the integrity of collections and living collections; the relationship between nature and humanity; the educational efficacy and operability of all exhibit and digital experiences; front-end, formative and summative evaluation of in-house and touring experiences; and maximization of the local value of touring experiences through programs and other integrated approaches across the organization. In a broader context, this section strives to advance the standards of exhibitions in nature and science museums in the field, nationally and globally. As well, this section is committed to learning from peers through reading and conferences, familiarization tours of other museums, and welcoming other exhibition professionals.

Selected websites of relevant scientific organizations and societies:

American Alliance of Museums:

<http://www.aam-us.org/resources/ethics-standards-and-best-practices/code-of-ethics>

International Council on Museum:

http://icom.museum/fileadmin/user_upload/pdf/Codes/code_ethics2013_eng.pdf

Visitor Studies Association: <http://www.visitorstudies.org/ethical-research>

Smithsonian's Statement of Values and Code of Ethics:

https://www.si.edu/content/governance/pdf/Statement_of_Values_and_Code_of_Ethics.pdf

National Association for Museum Exhibition: <http://name-aam.org/about/who-we-are/ethics>

American Institute for Conservation of Historic and Artistic Works: <http://www.conservation-us.org/docs/default-source/governance/code-of-ethics-and-guidelines-for-practice.pdf?sfvrsn=9>

School & Lifelong Education

The School & Lifelong Education team engages all ages and backgrounds by creating and delivering a menu of engaging and inspirational learning experiences onsite, offsite, online and outdoors to assist with the understanding and appreciation among students, teachers and the public of the natural sciences, the natural world, and humanity's relationship with it.

We need science education to produce scientists, but we need it equally to create literacy in the public.

- Hans Bethe

Programs ensure scientific accuracy and authentic learning experiences which are expressly designed to be innovative and engaging. The section also strives to make them accessible and beneficial to every audience irrespective of educational, cultural or financial background, or physical or mental abilities of participants. The section promotes a culture of inclusion, and fosters sustainability and conservation through its programs and practices. The staff exemplify

professionalism, integrity and commitment and perform at the highest level, internally and externally. They adhere to the best practices promoted within their areas of expertise. The advancing forefront of knowledge about science and the natural world is the backbone of all opportunities, and service to the citizens of North Carolina is the foremost goal. Assisting the team are diverse teen, parent and teacher forums appointed from across the region around NCMNS.

Selected websites of relevant educational organizations and societies:

National Association for the Education of Young Children: <https://store.naeyc.org/store/naeyc-code-ethical-conduct-2005-code-reaffirmed-and-updated-2011>

North American Association for Environmental Education: <https://naaee.org/our-work/programs/naaee-publications>

Office of Environmental Education: http://www.eenorthcarolina.org/ee_plan_web_print.pdf

National Park Service: <https://www.nps.gov/museum/publications/MHI/Appendix%20D.pdf>

National Education Association: <http://www.nea.org/home/30442.htm>

National Science Teachers Association: <http://www.nsta.org/about/positions/professionalism.aspx>

Community Engagement

The Community Engagement team maximizes the institution's positive external impacts by understanding, attracting, welcoming, involving, engaging and re-engaging traditional and non-traditional audiences with a scheduled menu of topical programs and events, excellent and inclusive visitor service, and effective marketing and communications strategies.

The old emphasis upon superficial differences that separate peoples must give way to education for citizenship in the human community.

- Norman Cousins

Staff in the Community Engagement section focus on putting the community first, encourage participation by the widest possible audience, provide programming with scientific accuracy, and strive to implement far-reaching and creative communication strategies. Included in the section are marketing, communications, member and visitor services, featured experiences, and accessibility and inclusion. Staff are expected to maintain the highest level of courtesy, integrity and accuracy when engaging with visitors. With this focus, Community Engagement staff, guided by the Museum's principles toward inclusion and accessibility, specifically strive to be as expansive as possible in all programming. Staff demonstrate intellectual rigor while creating and implementing a wide menu of mission-based science programs, adhering to NCMNS standards of accuracy and relevance. In particular, these dynamics occur with communities of those with all forms of disabilities and who we assist with STEM career insights. Also, staff are involved in international, national and local organizations and networks, staying abreast of professional issues and opportunities, with the objective to deliver high-quality and significant science programming.

Selected websites of relevant organizations and societies:

Association of Science and Technology Centers: <http://www.astc.org/about-astc/astc-bylaws>
Greater Raleigh CVB: <http://www.visitraleigh.com/partners/>
United Arts: <http://www.unitedarts.org/programs/ada-learning-community>
Science Festival Alliance: <http://sciencefestivals.org/about/>
Portal to the Public Network: <http://popnet.pacificsciencecenter.org/about>
[iNaturalist.org: www.iNaturalist.org/projects/natural-north-carolina](http://www.iNaturalist.org/projects/natural-north-carolina); <http://www.inaturalist.org/pages/about>

Regional Network

The Regional Network team connects communities statewide with the natural world by developing and maintaining programs, services, partnerships and learning areas geared to the needs of each region and providing administrative oversight and program optimization for the state's science museums grant program.

We all live under the same sky, but we don't all have the same horizon.
- Konrad Adenbauer

The Regional Network section is committed to NCMNS as an outstanding, enjoyable and meaningful experience to all North Carolinians through community-focused services, programs and partners. The section strives to identify and respect the needs and background of each individual and specific community segments. Services and programs are identified and developed by working collaboratively with local partners and stakeholders to ensure that they are innovative and inclusive in their approach to engage all people, regardless of their abilities or circumstances, with the natural world. All resources are managed using best practices to the maximum benefit of the public with conservation and sustainability being the ultimate goal. Partnerships and grant administration are performed with the upmost integrity, transparency and professionalism, avoiding any conflicts of interest. All team members exemplify professionalism, integrity and commitment regardless of being staff, intern or volunteer to provide meaningful frontline public services.

Selected websites of relevant scientific organizations and societies:

North American Association of Environmental Education:
https://naaee.org/sites/default/files/naaee_diversity_and_inclusion_principles_2014.pdf
National Association of Interpretation:
http://www.interpnet.com/NAI/interp/About/About_NAI/What_We_Believe/nai/About/Mission_Vision_and_Core_Values.aspx?hkey=ef5896dc-53e4-4dbb-929e-96d45bdb1cc1
The Wildlife Society: <http://wildlife.org/governance/code-of-ethics/>
The Society for Conservation Biology: <https://conbio.org/about-scb/who-we-are/code-of-ethics>

Development

The Development team, integrating the institution and its supporting Friends organization, manages and grows contributed revenues by linking the internal array of supportable activities with external sources of government, corporate, foundation and individual support, in turn building member and donor loyalty and the institution's capacity to advance its mission.

I have found that among its other benefits, giving liberates the soul of the giver.

- Maya Angelou

Contributed revenue is a vital component of the financial health of NCMNS and is administered jointly by the staff of the institution and of its Friends organization. All those involved in raising funds, contributions and gifts-in-kind do so with honesty and in accordance with the Gift Acceptance Policy of the Friends. NCMNS strives for all solicitation and communication materials to be totally accurate and to correctly reflect the institution's mission and intended use of donated funds. NCMNS honors the donor's intended purpose of gift and ensures proper stewardship of all revenue sources, including timely reports on the use and management of funds, and makes known its appreciation in mutually-agreeable ways. Staff and volunteers hold confidential all lists, records and documents acquired in connection with fundraising efforts.

Selected websites of relevant scientific organizations and societies:

Association of Fundraising Professionals:

<http://www.afpnet.org/Ethics/content.cfm?ItemNumber=3093&navItemNumber=536>

NC Center for Nonprofits: <http://www.ncnonprofits.org/>

Ethical Conduct of External Relationships from Local to Global

With inclusion, collaboration and innovation as core approach values, NCMNS views its external relationships as a vital array of concentric circles across which its ethical philosophy and practices aspire to be self-evident at both the individual and organizational levels.

Locally, the horizon encompasses a burgeoning and diversified residential population as well as an abundance of opportunities through the City of Raleigh, Greater Raleigh Chamber of Commerce, Downtown Raleigh Alliance, Greater Raleigh Convention and Visitors Bureau, Wake County, the Research Triangle, and capital area universities and colleges. The approach is that all such entities are integral parts of an interdependent civic and regional ecosystem. The NCMNS Director is a featured ambassador in 'Visit Raleigh' promotional campaigns to attract conferences and conventions, especially nature and science focused ones.

Overall, NCMNS is a major destination of uses by preK-12 education across every type of school system, family and adult learning, visiting friends and relatives, business and convention tourism.

Across North Carolina, NCMNS is proactive in seeking opportunities to reach new audiences – onsite, online, offsite and outdoors – and forging new partnerships that positively impact all one hundred counties across the State’s Tier 1, 2 and 3 categorization of relative economic standing^{xix}. As well, NCMNS is the administrative hub of the State-wide Science Museums Grant Program and active in the North Carolina Museums Council.

Nationally and internationally, NCMNS is an active institutional member, and in many cases also a committee contributor, in organizations including the Citizen Science Association, American Alliance of Museums, Association of Science-Technology Centers, Association of Zoos and Aquariums, Smithsonian Affiliations, European Network of Science Centres and Museums, and the International Council of Museums.

Contributions to Ethical Practice across the Museum Sector

NCMNS encourages its staff to forge peer relationships in an ethos of continuous improvement at conferences and workshops, through association and society involvement as well as via articles and publications. Examples of NCMNS managerial staff contributing to museum sector literature include:

Ahmann, K. 2016. Understanding the facts, facing the challenges. <http://www.iscsmd.org/portfolio-item/ncmns/>.

Bell, J., Chesebrough, D., Cryan, J., and Koster, E. In press. Museum-university partnerships as a new platform for public engagement with scientific research. *Journal of Museum Education*.

Koster, E. and Cryan, J. 2015. Next generation museum-university partnerships. Center for the Advance of Informal Science Education. <http://informalscience.org/perspectives/blog/next-generation-museum-university-partnerships>

Koster, E. and Pendergraft, L. 2015. Bringing the mission to the community: state museum opens a satellite in an underserved rural region. *Informal Learning Review*, no.131, p.11-15.

Relatively few museum executives share their leadership philosophy and institutional experiences through publications. The NCMNS Director has been doing so since the mid-90s with a focus on what external relevance means and entails. His contributions to ethical practice in the museum sector have been a cumulative journey of shared philosophy and practice through publications and other activities. He was an invited advisor to the Getty Leadership Institute and Noyce Leadership Institute, then became a founding board member of the Institute of Ethical Leadership at Rutgers University.

Two particular moments of poignant introspection have underscored the approach to this Code of Ethics.

The first followed the terrorist attacks on September 11, 2001. In its immediate aftermath, his writings for the Association of Science-Technology Centers and Canadian Museums Association recalled an example of how a museum can respond as a unique public service when disaster strikes by working with trauma psychologists and other expertise to provide an array of much-needed resources, including as a sanctuary^{xx}. Then over the next decade, working with The Families of September 11, a nonprofit organization, attention turned to assisting classroom teachers to become better equipped to address the challenges of our times with an online curriculum, now available through the Newseum in Washington, DC. In turn, this involvement led to a broadened interest in how empathy ought to be a more prevalent emotion in the intentional learning experiences of museums. The 2016 book by Rowman & Littlefield titled *Fostering Empathy in Museums* contains his invited foreword and a co-authored chapter with a trauma psychologist on the curriculum project.

Koster, E. 2002. A disaster revisited. MUSE, Canadian Museums Association, v.20, no.5, p.26-27.

Koster, E. and Peterson, J. 2002. Difficult experiences: a museum forum on the lessons of September 11. Dimensions, Association of Science-Technology Centers, May/June, p.3.

Koster, E. 2016. Foreword. In: *Fostering empathy in museums*, Gokcigdem, E. (Ed.), Rowman & Littlefield, p.vii-xi.

Gaffney, D. and Koster, E. 2016. Learning from the challenges of our time: The Families of September 11 and Liberty Science Center. In: *Fostering empathy in museums*, Gokcigdem, E. (Ed.), Rowman & Littlefield, p.239-263.

The second moment was an opportunity invited by Bernice Murphy in Canberra, Australia, former Chair of ICOM's Ethics Committee and then Editor of ICOM's 70th anniversary book, co-published in 2016 with Routledge and titled *Museums, Ethics and Cultural Heritage*.

Koster, E. 2016. From Apollo into the Anthropocene: the odyssey of nature and science museums in an externally responsible context. In: *Museums, Ethics and Cultural Heritage*, Murphy, B. (Ed.), Routledge and International Council of Museums, p. 228-241.

Authoring this chapter was an opportunity to assemble accumulated thinking in the context of the Anthropocene with conclusions which opine that 'ethics ... is often regarded as an elusive concept' and stress the imperative of the pursuit of 'right conduct':

In hindsight, the first mission of Apollo and introduction of the Anthropocene should have bracketed a period of profound introspection, reflection and inspiration across the nature and science museum sector. This was a powerful opportunity to manifest the founding raison d'être of 'the museum' from The Muses in Greek mythology. Arguably, this period should have galvanized nature and science museums to broaden their thinking with research insights from other fields, such as social biology and psychology which have shown that our attachment to nature ... and 'inner scientist' ... are instinctive.

As a branch of philosophy, ethics is about the pursuit of ‘right conduct’ which, despite its fundamental aura, is often regarded as an elusive concept. However, for nature and science museums, the odyssey of their evolution since Apollo’s transformative photographs of Planet Earth to today’s serious calling to be resources for societal and environmental needs in the Anthropocene has become a journey in which the ‘right conduct’ has arguably become unequivocally clear. As a matter of external accountability, it is urgent that the talk of societal needs, institutional directions and conference declarations be matched by the holistic actions and impacts of major nature and science museums. No other sector of resources focused on the enhancement of lifelong learning about the world—past, present, future—has comprehensive expertise comparable to a progressive major museum.

In turn, this chapter led to an invited blog in the context of UNESCO’s 2016 World Day of Peace and Development which encourages science centers and science museums worldwide to advance public understanding of the UN’s Sustainable Development Goals.

Koster, E. 2016. Nature and science museums in an external responsibility context.
<http://www.iscsmd.org/2016/08/30/nature-and-science-museums-in-an-external-responsibility-context/>

Endnotes

- i 'Staff' means full-time and part-time public servants.
- ii 'Volunteers' means volunteers, interns and youth program (e.g. Junior Curator) participants who work alongside staff as defined above.
'Governance', because NCMNS is part of State Government, means DNCR. The NCMNS Advisory Commission, a state-wide body appointed by the Governor, is not a board of directors in the usual sense of governance of a 501(c)(3) museum. The Commission and the 501(c)(3) Friends of NCMNS in Raleigh and Whiteville are invaluable community-based bodies.
- iv <http://www.aam-us.org/resources/ethics-standards-and-best-practices>
- v <http://icom.museum/the-vision/code-of-ethics/>
- vi e.g. https://icomnatistethics.files.wordpress.com/2013/09/nathcode_ethics_en2.pdf
- vii Earnhardt, T. 2013. Crossroads of the natural world. The University of North Carolina Press.
- viii Peniston, W. 1999. The new museum: selected writings of John Cotton Dana. Washington, DC: The Newark Museum Association and American Association of Museums.
- ix Nanus, B. 1992. Visionary leadership: creating a compelling sense of direction for your organization. Jossey-Bass.
- x Sullivan, R. 1992. Trouble in paradigms, Museum News, January-February, p.41-44.
- xi Skramstad, H. 1996. Changing public expectations of museums, In: Museums in the new millennium: a symposium for the museum community. Washington, DC: Center for Museum Studies, Smithsonian Institution, and American Association of Museums.
- xii Weil, S. 2006. Beyond management: making museums matter. Study Series 12, International Committee on Management, International Council of Museums, p.4-8.
- xiii Gijssen, J. 2010. Museums in 2020: change and connectivity, Muse, November-December, p.44-46.
- xiv Koster, E. 2016. From Apollo into the Anthropocene: the odyssey of nature and science museums in an externally responsible context. In: Museums, Ethics and Cultural Heritage, Murphy, B. (Ed.), Routledge and International Council of Museums, p. 228-241.
- xv <https://www.bfn.de/fileadmin/ABS/documents/BufonDeclarationFinal%5B1%5D.pdf>
- xvi Watson, B. and Werb, E., 2013. One hundred strong: a colloquium on transforming natural history history museums in the twenty-first century, Curator: The Museum Journal, v. 56, p. 255-265.
- xvii <http://www.ethicscommission.nc.gov/>
- xviii http://www.ncga.state.nc.us/enactedlegislation/statutes/html/bychapter/chapter_138a.html
- xix <https://www.nccommerce.com/research-publications/incentive-reports/county-tier-designations>
- xx Gaffney, D., Dunne-Maxim, K. and Cernak, M., 2002. Science centers as sanctuaries, Journal of Museum Education, Winter, p.22-27.

Appendix

Other publications about institutional relevance and leadership include:

Koster, E. 1995. The human journey and the evolving museum. In: Museums, where knowledge is shared. Coté, M. and Viel, A. (Eds.), Sociétés des musées québécois and Musée de la civilisation, Canada, p.81-89.

Koster, E. 1999. In search of relevance: science centers as innovators in the evolution of museums. In: America's museums. Graubard, S. (Ed.), Daedalus, American Academy of Arts and Sciences, v.128, no.3, p.277-296.

Schiele, B. and Koster, E., 2000. Science centres in this century. Éditions MultiMondes, Québec, 651p.

Koster, E. 2003. The relevancy-sustainability linkage for museums. Hand to Hand, Association of Children's Museums, Fall, p.3, 7.

Davis, J., Gurian, E., and Koster, E. 2004. Timeliness: a discussion for museums. Curator: The Museum Journal, v.46, no.4, p.353-361.

Koster, E. and Baumann, S. 2005. Liberty Science Center in the United States: a mission focused on relevance. In: Looking reality in the eye: museums and social responsibility. Janes, R. and Conaty, G. (Eds.), University of Calgary Press, p.85-111.

Koster, E. 2006. The attendance treadmill: best gauge of science center fitness? Dimensions, Association of Science-Technology Centers, May/June, p.19.

Koster, E. and Falk, J. 2007. Maximizing the external value of museums. Curator: The Museum Journal, v.50, no.2, p.191-196.

Koster, E. and Schubel, J. 2007. Raising the relevancy bar at aquariums and science centers. In: In principle, in practice. J. Falk, L. Dierking and S. Foutz (Eds.), AltaMira, p.197-120.

Koster, E. 2008. Still in search of relevance. Dimensions, Association of Science-Technology Centers. September/October, p.6-8.

Koster, E. 2010. Evolution of purpose in science museums and science centers. In: Hot topics, public culture, museums. Cameron, F. and Kelly, L. (Eds.), Cambridge Scholars Publishing, Chapter 4, p.76-94.

Koster, E. 2012. The relevant museum: A reflection on sustainability. In: Reinventing the museum: the evolving conversation on the paradigm shift. Anderson, G. (Ed.), AltaMira, Chapter 17, p.202-211.

Koster, E. 2012. Broadening the reflections on science center attendance. Informal Learning Review, no.113, p.26-28 (literature references fully listed in no.114, p.27).

Koster, E., Yalowitz, S. and Watson, B. 2012. Natural history: past, present, future. Informal Learning Review, no.113, p.22-24.

Koster, E. 2013. New needs for new times. In: Museums and the paradox of change. Janes, R. (Ed.), 3rd edition, Routledge, Chapter 5, p.205-215.

Signatories

On behalf of the Management Team
Emlyn Koster, PhD
Director, North Carolina Museum of Natural Sciences

Signed 

Date September 20, 2016


On behalf of the State of North Carolina
Karin Cochran, MBA
Chief Deputy Secretary, Department of Natural and Cultural Resources

Signed 

Date September 20, 2016

and

On behalf of the Museum's Advisory Commission
Philip Carter, PhD
Chair

Signed 

Date September 20, 2016

On behalf of the Board of the Friends of the North Carolina Museum of Natural Sciences
Keith Poston
President

Signed 

Date September 20, 2016