



George Washington Memorial Parkway

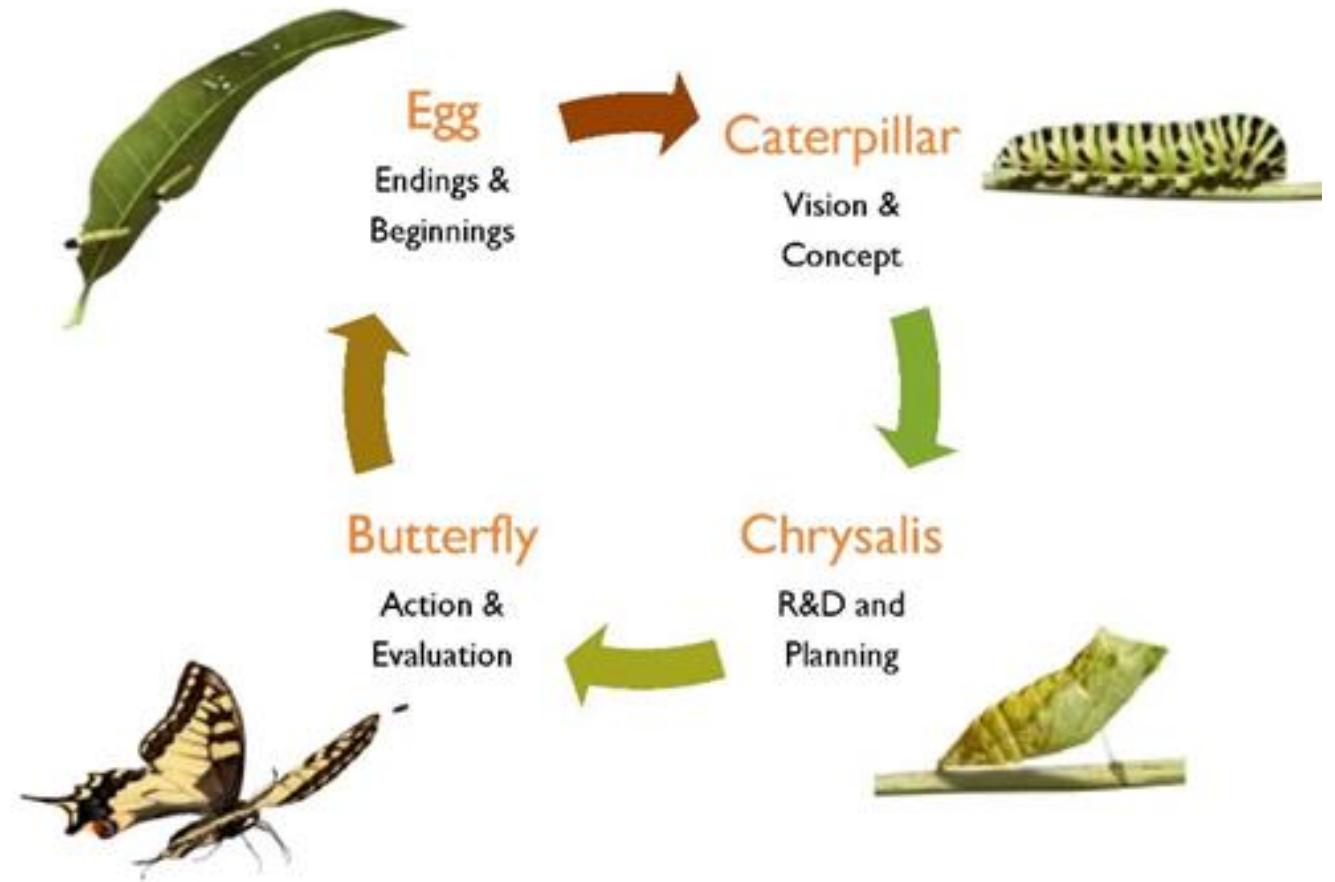
EVOLUTION OF A PARTNERSHIP
CHARLES CUVELIER



SUPERINTENDENT

Show of hands: Have you found yourself going backwards or back around the life cycle in your partnerships?

Partnership Network Life Cycle



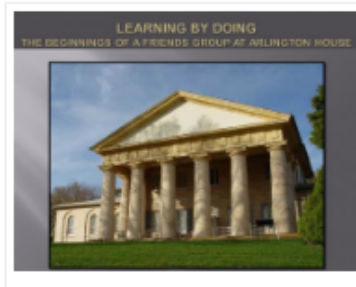
MBN 2013
CREATING AN
AGREEMENT

Partnership and Community
Collaboration Academy

- HOMEPAGE
- MANAGING BY NETWORK
- TRAINING
- RESOURCES
- ABOUT US
- CONTACT US

[Homepage](#) > [Arlington House Friends Group, Brandon Bies](#)

Arlington House Friends Group, Brandon Bies



Brandon Bies

NPS

Site Manager, Arlington House

Robert E. Lee Memorial

McLean, Virginia

[Arlington House Friends Group](#)

Read more: <https://www.partnership-academy.net/products/arlington-house-friends-group-brandon-bies/>

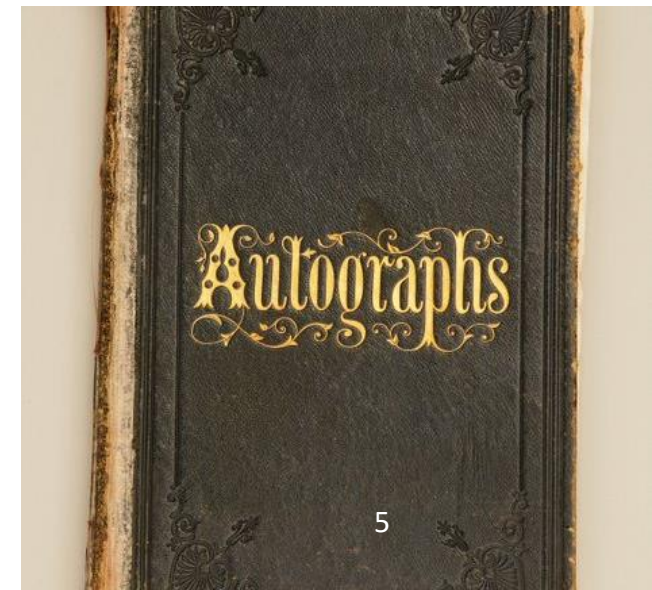
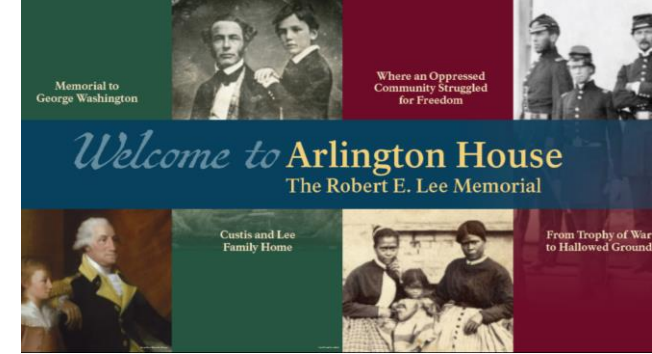
A MAJOR FACILITY RESTORATION OCCURS THAT ESSENTIALLY FULFILLS THE PURPOSE OF THE PARTNERSHIP AGREEMENT.

Facilities: \$12.35M philanthropic gift, interior, exterior, slave quarters, museum

Exhibits: \$4M all new exhibits, themes and experiences

Artifacts: NPS curators worked to conserve or restore more than 1,000 historic objects and acquired 1,300 antiques or reproductions, including several artifacts associated with African American history which will be displayed for the first time.

Interpretation & Education Programs: Dialogic, audience center, move away from historic home “furniture” tours



RESTORATION TIMELINE

2015-16

- Facility closed
- Historians Roundtable
- Discussion on how the well-visited Arlington house, The Robert E. Lee Memorial might modernize its portrayal of blacks, women and plantation domestic life.

2018 -2019

- Community of Practice
- Exhibit fabrication
- Enslavement – actors, agency, voice
- Descendent community
- Monuments & Memorials

2020

- George Floyd
- Black Lives Matter
- Removal of statutes
- National reckoning

2021-22

- June 2021 Arlington House re-opens
Families of Robert E. Lee and enslaved people unite to tell a more inclusive history together
- Facilitate interpretation co-production with descendant community
- Secretary Haaland Takes Equity and Inclusion to the Next Level at SXSW
- Advance equity, inclusion, and access in carrying out the NPS mission. Expanding DEIA in our storytelling and visitor experiences.

Opinion | I funded the rehabilitation of this Robert E. Lee memorial. Congress, please rename it.

By David M. Rubenstein
June 8, 2020



Arlington House, The Robert E. Lee Memorial, at Arlington National Cemetery in 2002. (Dayna Smith/The Washington Post)

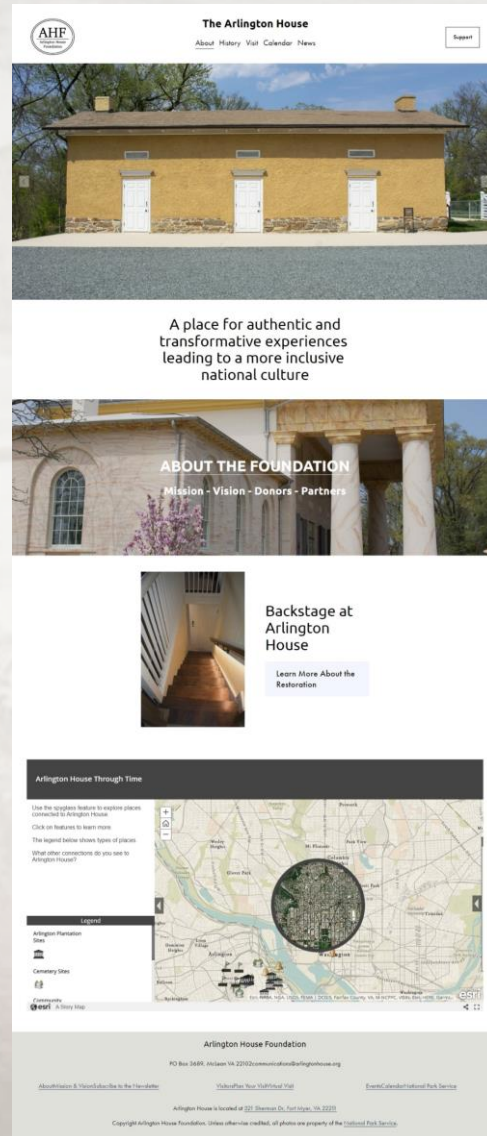
A PARTNERSHIP CHANGES

Vision

To serve as stewards of Arlington House, the Robert E. Lee Memorial, and to establish a sustainable legacy for history through education.

Mission

To partner with the National Park Service to provide authentic and transformative experiences leading to a more inclusive national culture.



Where's the partner (Egg)

- Is it over? Is there a new beginning?
- Shifting – Dissolving – Changing - Sunsetting
- How might we work together?.
- Challenge the organization to engage in a mini-strategic reset. Mission re-alignment from building to programs.
- Organizational redesign to a committee structure- education, communications, fundraising

DREAMS, HOPES, INTENTIONS, COMMITMENTS

Actions/resignations that indicate there are internal conflicts.

Your hope is not my hope. Is there hope?

NPS related changes-

Agency and voice for the enslaved.

Lexicon

Non-negotiables

For the public: [Visitor Expectations and Language Resource](#)

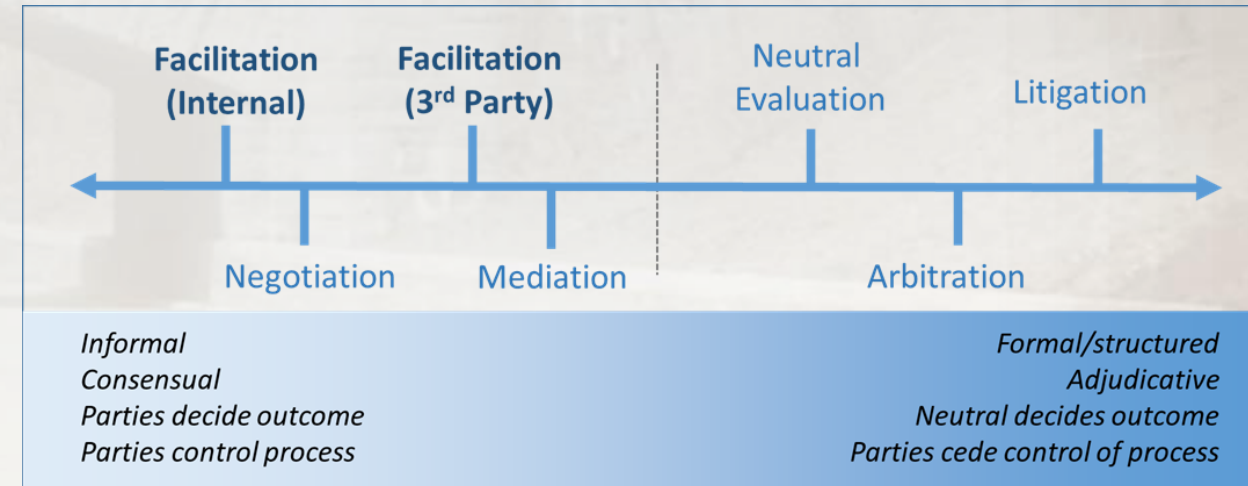


R&D AND PLANNING

WHEN CONFLICT EXISTS



- From a foundation about a building to programs.
 - Doesn't sound like entrepreneurship but it provides a lens for risk.
 - What's the new product, services, or process.
 - Risk – avoidance, reduce, share/transfer, retention/accept
- Conflict management and the use of facilitation in the life cycle
- NPS passive to facilitated engagement. Use of CADR. Conflict, controversial, complex.
- Risks: from caterpillar to chrysalis is the pupal stage, it is a nonfeeding stage
- Think about that. An organization that isn't feeding itself is at risk of failure. Fail faster.



Spectrum of alternative dispute resolution choices (MBN facilitation)

WHAT'S NEXT

Preparation – individual interviews, agenda

Debrief – Key themes, feedback, preparation, ground rules

Listening Session

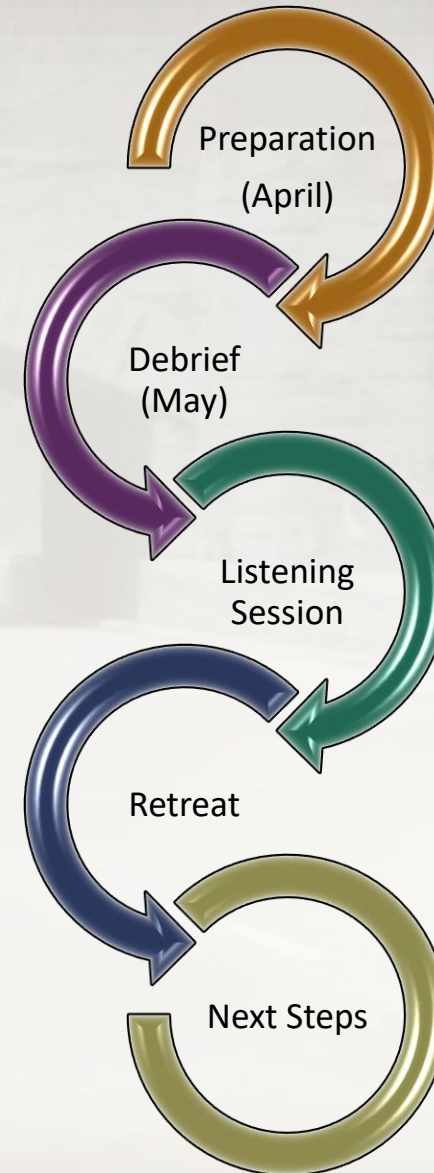
Retreat

Acknowledge recent challenges

Clarify shared purpose, NPS engagement and functioning of the board

Discuss and decide broad ways forward

Define specific next steps





George Washington Memorial Parkway Headquarters

700 George Washington Memorial Parkway
McLean, VA 22101

Phone: (703) 289-2500

Email: GWMP_Superintendent@nps.gov

Charles_Cuvelier@nps.gov