



www.fullaheadcampaign.org

A COMPREHENSIVE CAMPAIGN
TO FUND THE FUTURE OF THE
STEAMSHIP HISTORICAL SOCIETY OF AMERICA

The Steamship Historical Society of America (SSHSA) is a 501(c)3 not-for-profit organization whose mission is to record, preserve and share the history of engine-powered vessels.



ORGANIZATIONAL BACKGROUND

Born of 19th century enthusiasm for an enlightened citizenry, museums and historical societies were founded in earnest in the 20th century. In the spirit of the times, the Steamship Historical Society of America (SSHSA) was founded in 1935. SSHSA acted as a means of bringing together amateur and professional historians interested in the heritage and development of steam navigation, past and present. Their knowledge, as well as photographs, research and writings, formed the nucleus of the society's collections.

Today, SSHSA collections include hundreds of thousands of images, artifacts, ephemera, memorabilia, and artwork, as well as a 20,000+ volume reference library. For nearly eight decades, the collections and the reference library were stored in several locations and warehouses throughout the country. In 2015, SSHSA consolidated all artifacts, books and artwork into one location and established The Ship History Center in Warwick, RI. The Ship History Center serves as a museum, reference library, research center, meeting space, archive storage and headquarters office.

It is impossible to think of an America without maritime collections. The impact of ports, shipping and maritime commerce in our world still touches everyone daily. The industry does not attract a lot of publicity and few people are aware of just how important ships are to our way of life, even today. SSHSA translates this history using the themes of: **Immigration, Trade and Leisure**. The next generation can gain a clear understanding of where their ancestors came from, how goods get here and what it's like to travel on the sea.

Just as steam travel was revolutionary in the 19th century and offered the fastest mode of transportation for people and things to get safely from one place to another, 21st century technology allows us to share instantaneously the safe passage of ideas, information, and images via the world-wide web. SSHSA is continuing its efforts to build on its interactive educational experience through its free internet-based programs.

Into the 21st century, one of the most important roles of SSHSA is as an educator of youth and steward of maritime resources. With SSHSA's collection accessible on the web, the unique resources will be used to tell the stories—past, present, and future—of maritime industries and discoveries, as well as related areas of **S.T.E.A.M.** (science, technology, engineering, arts, and math). SSHSA's virtual presence will be grounded in real objects, documents, and photographs, and serve as a primary source for all levels of interest.

Long term financial pledges already in place assure \$500,000 in Posner Foundation Grants through 2029, and more than \$1.5 million in disclosed planned giving / bequests. In 2020, SSHSA launched the Full Ahead! comprehensive campaign designed to fund the future of the organization.

ORGANIZATIONAL VALUES

The Board of Directors of SSHSA has approved the following values:

Collaboration

We believe that the greatest results come from the combined efforts of diverse organizations and individuals. We are open and accepting of other perspectives and new ideas. We seek cooperative opportunities and continually nurture collaborative opportunities.

Creativity

We embrace innovation. We are open-minded, nimble, agile, adaptive, accessible, and entrepreneurial.

Diversity and Inclusion

We recognize that diversity describes the differences that significantly affect the way people experience themselves and are treated by others. We believe that all people deserve fairness, impartiality, justice, and opportunity. We seek and welcome diversity in race, sexual identity, socioeconomic status, age, faith, nationality, disability.

We celebrate the richness of communities and build bridges and bonds through our values, mission, and the way we work.

Information and Knowledge

We value knowledge and accessible information. We empower people to expand their minds, inviting them to the resources we make available.

Truth-telling

We respectfully and boldly speak the truth, both of the past and present. We acknowledge different voices and perspectives.

Passion

Our discourse, actions, collections, programs and products are based on a bond with maritime heritage and nautical culture, as well as a desire to relate this kinship to others.

Stewardship

Stewardship extends beyond our objects, artifacts, and ephemera. We care for and honor the contributions of our community and strive to share their stories.

ORGANIZATIONAL GOALS

The Board of Directors of SSHSA regularly assesses issues of organizational vision, growth, transition, relevance, and permanence. Consideration of how the SSHSA's mission and purpose translates to current times is an organizational priority. SSHSA abides by the following goals to provide organizational strategic direction:

- Catalogue, cultivate, share and translate its archives and collections;
- Increase accessibility to SSHSA collections, research material and programs via the internet.
- Integrate SSHSA's **S.T.E.A.M.** education into classrooms, traditional and virtual, everywhere.
- Deepen and expand the knowledge, history and understanding of the importance of sea transportation.
- Provide the material conditions to encourage new research, writing, and artistic renderings of ships, passengers, and crews; and
- Communicate the SSHSA mission using the three maritime themes of **Immigration, Trade and Leisure.**

To achieve these goals, SSHSA must expand its presence beyond its physical borders and cast a wider net by advancing its mission through virtual technology. This unlimited access encourages and fosters the interchange of ideas, images and writing that advance knowledge and interpret the role ships play in our world. Nothing solidified this need more than the Covid-19 pandemic. In a post pandemic world, making our collections available online is more vital than ever.

FULL AHEAD!

The Full Ahead! initiative was a strategic three-year funding campaign to secure the future of the SSHSA. After 85 years as a membership-funded nonprofit organization, SSHSA launched a comprehensive fund development campaign with the aim to:

1. Provide a permanent home for its collections and programs (*acquire the Ship History Center*);
2. Seed mission-critical professional staff;
3. Establish a restricted program enhancement fund (for future program needs);
4. Invest in capital and technology infrastructure upgrades;
5. Create (and maintaining) a reserve fund.

The Full Ahead! campaign began in January of 2020. The events of that year altered our behavior, but not our focus. SSHSA staff and volunteers conducted cultivation and stewardship through phone calls, email and Zoom. These activities strengthened the connection with members, provided our constituents with updates about SSHSA and ultimately, raised enough money to officially acquire the Ship History Center (the cornerstone project of Full Ahead!).

As we reflect on 2020, we are grateful for that invaluable learning and growth experience. Our flexibility, creativity, and adaptability guided us through the storms to calmer waters. With the cornerstone of the Full Ahead! initiative complete, *SSHSA is moving Full Ahead!*

In 2021 & 2022, the focus became expanding access to the cherished maritime historical collections in the SSHSA archives and to fund the future of the organization. ***The funding areas outlined in the next section-advanced those objectives.***

POSNER FOUNDATION – CHALLENGE MET

The Posner Foundation of Pittsburgh issued several matching challenges to SSHSA and its Full Ahead! Campaign. SSHSA met the challenges thanks to over 200 donors. These challenges unlocked an additional \$380,000 from the Posner Foundation of Pittsburgh. ***Thank you to all who made this possible.***

FULL AHEAD! FUNDING BREAKDOWN

The Full Ahead! Initiative’s goal was to raise \$3,500,000 in new gifts and pledges above and beyond annual operating revenue. This three-year, three-pronged fundraising campaign would allow SSHSA to effectively deliver and avail its programs to more people. Full Ahead! offers financial stability to SSHSA by seeding a \$1,000,000 board restricted program fund and a \$500,000 reserve fund. Below is a breakdown of how the funds will be put to work.

I. Programs \$1,500,000

Program Enhancement Fund
\$1,000,000 Board Restricted
Support future program needs.

Program Staffing Plan (3 years)

- Digital Archivist
- Research Assistant
- Education Outreach Coordinator

II. Capital/Infrastructure \$ 1,500,000

- Ship History Center acquisition/debt reduction
- Technology infrastructure
- Parking Lot improvement
- Courtyard improvements
- Build-out (exhibit spaces)
- Build-out (office spaces)
- Museum-Quality storage/archiving
- Spare lot development (future)

III. Reserve Fund \$ 500,000

SSHSA is adopting a practice of maintaining a reserve fund equal to six months of operating expenses to ensure program continuity in the face of interrupted revenues.

PROGRESS:

Thanks to the contributions of many, SSHSA has raised over \$2,150,000 in support of Full Ahead! initiatives. While the campaign has officially come to a close, we continue to see support for these programs in the form of grants, pledge fulfillment, and bequests from the FellowShip League. This, combined with the funding collected during the campaign, has put us safely over our goal, and ensures the continuation of our mission. **We can't thank our member, supporters, and staff enough!**

FULL AHEAD! FUNDING NARRATIVE

I. PROGRAM - \$1,500,000

The programs of SSHSA: Collections, *STEAMing Into The Future* and *PowerShips* act as our tri-pod of mission delivery. The collections sit firmly as the base of the triangle. These historical maritime artifacts serve as source material for *STEAMing Into The Future* and *PowerShips*.

COLLECTIONS PROGRAM

The collections represent hundreds of thousands of images, artifacts, ephemera, memorabilia, and artwork, as well as a 20,000+ volume reference library. Each year, SSHSA receives 30+ artifact/collections donations and more than 200 research requests to discover information from SSHSA collections. Other requests from the Collections Program include photo requests from SSHSA's 1,000,000+ photo/negative/slide archives. Since 2016, SSHSA has been populating its online database of artifacts to avail them to the general public beyond the physical walls of the Ship History Center. At present, less than 8% of the SSHSA collections appropriate for accession, have been fully translated (i.e. digitized, described, uploaded). To ensure that the SSHSA collections remain relevant and valuable, continuing assessment is necessary, resulting in items and/or collections being deaccessioned.

Target Outcome - *The work outlined above is done by one full-time archivist. In order to advance the SSHSA mission, the Collections Department will expand professional staff to include a Digital Archivist and a Research Assistant.*

STEAMING INTO THE FUTURE – SSHSA's STEAM Education Program

In 2018, SSHSA launched another virtual resource using artifacts from the SSHSA archives as source material. *STEAMing Into The Future*, the SSHSA STEAM education program, is housed on a dedicated website (www.shiphistory.org) where lesson plans organized by grade, theme and subject matter can be accessed. The SSHSA online database of artifacts, the Virtual Museum and *STEAMing Into The Future* are all free of charge and are formatted for mobile devices.

The demand for *STEAMing Into The Future* during (and now after) the COVID-19 shutdowns motivated SSHSA to expand educational programming. SSHSA will develop at least five new modules and create linkages to end users through purposeful partnerships. The program is expanding its Advisory Board and will hire a per diem Outreach Coordinator to connect *Steaming Into The Future* to end-users such as schools, after-school programs, and remote learning outlets.

Target Outcome –*STEAMing Into The Future requires additional infrastructure (technology) as well as an Outreach Coordinator to assist the Education Director.*

OUTREACH PROGRAM – POWERSHIPS MAGAZINE

SSHSA has maintained regular publication and distribution of a periodical specific to “...steam navigation and other relevant topics...” as quoted from the organizational Articles of Incorporation. That publication first appeared in 1940 as *The Steamboat Bill of Facts* and is known today as *PowerShips*.

PowerShips reaches thousands of SSHSA members and magazine subscribers every three months. The 88-page magazine features spectacular imagery of ships, engineering history, technical perspectives, and transportation in action. Articles detail the life and workings of vessels from all categories - from steamboats to naval vessels, to tugboats, to cruise ships and ocean liners all told from the perspective of diverse voices. The reference library at SSHSA is utilized to support contributing author’s content and the SSHSA collections provide added interest to pique the visual reader. In short, *PowerShips* serves as a hand-held hard-copy sample of the SSHSA collections.

Target Outcome – *enable SSHSA to increase distribution of PowerShips. Specifically, by providing the resources to extend complimentary subscriptions to educators, schools, museums, colleges, and trade schools.*

In summary, the program component of the Full Ahead! initiative will support the salaries of added program staff individuals for three years while also seeding a \$1,000,000 board restricted fund with the purpose to: (1) accumulate interest (2) act as a designation for future contributions (3) support SSHSA program growth.

II. CAPITAL + INFRASTRUCTURE - \$1,500,000

SHIP HISTORY CENTER ACQUISITION

SSHSA had been leasing the building located at 2500 Post Road in Warwick, Rhode Island since 2014. That was the first time in SSHSA’s history that all the collections, reference library, museum and headquarters office would exist in one location. In late 2019, building’s owner decided to sell, giving SSHSA first right of refusal. Quietly, and during a global pandemic, SSHSA raised capital funds for the down payment. SSHSA officially acquired the building and the adjacent lot on August 28, 2020. SSHSA is carrying a mortgage on the property. Full Ahead! will fund debt reduction associated with the building mortgage.

SHIP HISTORY CENTER – EXTERIOR SPACES

The Ship History Center has several outdoor/exterior spaces that have been identified for future improvements:

- Parking Lot - 20 spaces – repaved
- Courtyard/Arboretum – 500 sq. feet – new and trimmed plantings, seating construction, cement paving and brick repointing
- Clock Tower – Rust mitigation, paint, clock maintenance
- Vacant Lot – currently an undeveloped house lot adjacent to the Ship History Center parking lot that could be developed for future use

SHIP HISTORY CENTER – INTERIOR SPACES

Inside the Ship History Center, you'll find the museum. Exhibits and displays adorn virtually every room in the 8,000 sq. foot space. Collections/artifact storage can be found mainly on the first floor. While space isn't yet a major issue, museum quality storage options have been placed high on the priority list. Exhibits that allow for interaction, story-telling and social distancing are essential to hosting members and guests. Finally, staff and volunteer office spaces will require reconfiguring to accommodate program expansion.

TECHNOLOGY INFRASTRUCTURE

One of the major lessons of the Covid-19 pandemic was the exploitation of virtual media. SSHSA can maintain relevance on a national/international stage by advancing its mission in digital formats. As we accession more artifacts and upload to our online database, it is imperative to have the correct technology (software and hardware) for ease of access to all.

III. RESERVE FUND - \$500,000

The COVID-19 pandemic demonstrated the fragility of nonprofit revenue streams, despite excellent planning. To avoid cash-flow shortages and maintain a positive net financial position, SSHSA will establish a board-designated fund to serve as a cash management tool. The board will establish conditions under which operating funds may borrow from the reserve in order to bridge gaps of time between cash outlays and receipt of funds.

SSHSA Board of Directors During Full Ahead Campaign:

Patrick Dacey, Glen Gardner, NJ – PRESIDENT
CAPT James Zatwarnicki, Hoboken, NJ - VICE PRESIDENT
Barry W. Eager, Berlin, MA - VICE PRESIDENT
Nicholas Langhart, Westminster, MA - TREASURER
Dr. Andrew O. Coggins, Jr., Blacksburg, VA - SECRETARY

Douglas E. Bryan - Boston, MA
Don Leavitt - Baltimore, MD
William H. Miller, Jr. - Hoboken, NJ
CAPT Dave Pickering - Warwick, RI
Thomas Ragan - Miami Beach, FL
Darshell Silva - Warwick, RI
Douglas Tilden – St. Petersburg, FL
CAPT Terry Tilton USN (Ret.) - San Diego, CA
CAPT Eric E. Wiberg - Boston, MA

A cabinet of philanthropists and entrepreneurs who believe in preserving and advancing maritime heritage guides the campaign follows. Our gratitude goes out to them:

Full Ahead! Steering Committee:

Douglas Bryan
Pat Dacey
Donald Leavitt
David Pickering
Thomas Ragan
Douglas Tilden
Eric Wiberg

SSHSA Staff Representatives During Full Ahead!

Matthew Schulte. Executive Director
Aimee Bachari
Michele Berard
Astrid Drew
Lori DiPersio
Heather Kisilywicz
Brian Lucier
Tessa Mediano
Amy Rajack
Mary Roda

Full Ahead!

NAMING OPPORTUNITIES



Physical Space	Donor Name	Suggested Gift Amount
Ship History Center		\$1,000,000
Courtyard		\$200,000
Gallery (multi-purpose room)		\$150,000
Clock Tower – Hold M. Fisher		\$100,000
Upper Exhibit Space – Hold M. Fisher		\$100,000
Reference Library – Hold M. Fisher	Mike & Karen Fisher	\$100,000
Lower Exhibit Space		\$ 75,000
Main Entrance		\$50,000
Ship Hall-of-Fame (Upper Level Hallway)		\$50,000
Ephemera Room	“The Donald M. Leavitt & Todd S. Paine Ephemera Room”	\$35,000
Reception Desk/Area	Pat & Denise Dacey	\$25,000
Lower Level Hallway		\$25,000
Front Door Stairwell		\$25,000
Archiving Studio		\$25,000
Digitization Studio	“Thomas C. Ragan”	\$25,000
Photo Archives	“William Donnell”	\$25,000

Study Area		\$20,000
Executive Office Suite	“Donald & Anne Eberle”	\$20,000
Admin. Suite		\$15,000
Steamboat Bill/PowerShips Wall		\$15,000
Archival storage room (upper level)		\$10,000
Office #1 (MB)		\$10,000
Break Room/Kitchen		\$10,000
Photo Archives - A		\$10,000
Photo Archives - B		\$10,000
Photo Archives - C		\$10,000
Lift (elevator)		\$10,000

NOTE: SSHSA is happy to tailor a naming opportunity to align with your interests.

Please call Lori DiPersio at 401-578-5317 or email: ldipersio@sshsa.org for assistance.