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I. Introduction
Introduction

Project Summary
The Theodore Roosevelt Presidential Library Foundation (“TRPLF”) was formed with the purpose of creating a Presidential Library and Museum for one of the most intriguing national figures in our nation’s history. The Badlands is a striking landscape that spoke to Roosevelt when he first visited in September 1883 to hunt buffalo. He returned not long after, seeking refuge following the deaths of his wife, Alice, and his mother, Mittie, on the same day, February 14, 1884. It was in the Badlands that Roosevelt grieved and healed as he pursued the “strenuous life,” transforming himself from a frail and underweight city dweller into a larger-than-life character, as he is popularly remembered today. TR himself credited his time in the Badlands as one of the foundational experiences of his life, declaring “I have always said I would not have been President had it not been for my experience in North Dakota” and “It was here that the romance of my life began.”

Medora has been chosen as the ideal location within the state to develop the Theodore Roosevelt Presidential Library and Museum (“the Library”) due to the strong association with TR. The main entrance to the National Park, which bears his name (“TRNP”), is located in Medora, providing visitors with direct access to the unique landscape of the Badlands, including his ranch. The impact of this landscape on Roosevelt is an important aspect of the TRPLF vision for the project: TRPLF wishes to construct a building that celebrates not just Theodore Roosevelt, but also his connection to this iconic American landscape that influenced him – and, by extension, our nation – so deeply.

As an organization, TRPLF has undergone several structural iterations to arrive at its current relationship to the project. From the inception of the idea, to early phase planning for a relatively modest facility in Dickinson, to the relocation of the project to Medora, TRPLF has had to evolve in parallel with development of the concept for the Library. A strategic turning-point occurred in April 2019, when the North Dakota Legislature approved creation of a $50 million Theodore Roosevelt Presidential Library and Museum Endowment Fund, to be used for operations and maintenance of the facility in Medora. The commitment by the Legislature is contingent on a raise of at least $100 million in private donations by TRPLF. This turn of events in Medora has galvanized TRPLF, moving its Trustees to hire senior-level staff capable of raising funds at a significant level, all the while driving forward a complex design and construction process. It should be noted that Trustees and staff have launched a new planning process to redefine the Library, striving for a facility of greater impact in every realm than the original conception.
As currently envisioned, the Library will be a reflection of the enduring spirit of Roosevelt, bringing together a state-of-the-art digital library, rich artifact collections, and dynamic exhibits and programs for visitors and scholars to share in the experiences of Roosevelt’s public and private life, and his lifelong connection to North Dakota and the natural world.

**Mission, Vision, Values**

To mark the beginning of the planning process, the TRPLF Board of Trustees adopted the following Mission, Vision, and Values statements at their meeting on November 14th, 2019:

**Mission**
To explore Theodore Roosevelt’s life, legacy, and enduring relevance

**Vision**
Inspire action and fearless participation “in the arena”

**Values**
Dare greatly  
Think boldly  
Live passionately  
Care deeply

**Purpose of the Project Brief**

At the same meeting cited above, the Board also reviewed and discussed the initial outline for this memorandum, the Project Brief. The Brief is meant to serve as a guiding document that defines the essential elements of the Library (“the Project”), and sets forth a process with major milestones for implementation. It is an expression of intent.
II. Purpose of Project
Purpose of Project

Before the Library can be properly defined, it is important to establish what the Foundation hopes to achieve through implementation of the project. This section of the Brief summarizes the position of Trustees and staff after taking into account discussions that stretch back years, and which continued through the Board Meeting in November, 2019.

Theodore Roosevelt Pillar Principles

In creating the Library, TRPLF aims to interpret, celebrate, and animate the legacy of Theodore Roosevelt for a modern audience. The intent is not to passively memorialize the 26th President of the United States, but to create a dynamic experience that breathes life into the enduringly relevant figure of Theodore Roosevelt.

To do this, the Library will be organized around three Pillar Principles that embody Theodore Roosevelt’s core values:

i. Conservation
ii. Leadership
iii. Citizenship

Together, these three foundational elements, interpreted through the dual-lenses of Roosevelt’s private and personal life, capture the characteristics of the man as a passionate, productive, and multi-faceted individual. The matrix on the following page provides an initial construct for developing the principal interpretive elements of the project. It is a point of departure for the extensive planning discussions and assessments to follow.

It should be noted that the matrix is not intended to be an exhaustive list of every facet of Roosevelt’s personality; rather, it is meant to articulate the major themes of his life that bear contemplation by visitors to the library. The project team will use this matrix as a touchstone throughout design and development, and ultimately, all elements of the project should be tied back to the Pillar Principles as a test of their relevance.
### Pillar Principles Matrix

<table>
<thead>
<tr>
<th></th>
<th>Private/Personal Life</th>
<th>Public Life</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Conservation</strong></td>
<td>- Naturalist: Role of science in shaping knowledge of nature</td>
<td>- Conservation on National scale: Growth of National Park Service; National Forest Service; Antiquities Act of 1906; applying Executive Authority to achieve goals (Ex. National Monuments, wildlife refuges)</td>
</tr>
<tr>
<td></td>
<td>- North Dakota Experience: “Where the romance in life begins”</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Importance of “in the field” experience</td>
<td></td>
</tr>
<tr>
<td><strong>Leadership</strong></td>
<td>- Man of Intellect / Prodigious Scholar</td>
<td>- Public Office</td>
</tr>
<tr>
<td></td>
<td>- Asthma: “You have the mind, but not the body;” the struggle is important; perseverance</td>
<td>- San Juan Hill</td>
</tr>
<tr>
<td></td>
<td>- Falling and trying: One learns from losing;</td>
<td>- Stockmen’s Association</td>
</tr>
<tr>
<td></td>
<td>- Do the right thing</td>
<td>- NCAA</td>
</tr>
<tr>
<td></td>
<td>- Show up</td>
<td></td>
</tr>
<tr>
<td><strong>Citizenship</strong></td>
<td>- Family Man: Preached public service to family</td>
<td>- Points made above</td>
</tr>
<tr>
<td></td>
<td>- Citizen of the World: One has an obligation to act; this story can be traced to his father</td>
<td>- Aggressive honesty, decency, courage</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- See the wrong and correct it</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Everyone entitled to Fair Deal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Saving grace of common sense</td>
</tr>
</tbody>
</table>
Generate Activities

In keeping with TRPLF’s values, the Library is not envisioned as a passive place, but rather is intended to inspire action on the part of visitors, scholars, and other constituents. A core purpose of the Project is to generate activities through the following physical elements and programs:

i. Interpretation

The project is envisioned as a “Library of the Future,” in part due to the fact that its archives for the Library will be mostly digital. The majority of the physical space will be dedicated to interpretive exhibits. Interpretation of the life, legacy, and continuing relevance of TR is the primary function of the Library building.

ii. Education

Beyond interpretation, the Library will educate students and inspire action on topics related to the Pillar Principles. This includes programs based at the Library in Medora, as well as programs distributed via digital technologies globally.

iii. Scholarship & Research

In addition to education programs aimed at school-aged participants, the Library also aims to engage leading scholars in the fields of sustainability and conservation through the TR Scholars Program.

iv. Convene & Disseminate on Relevant Topics

Closely related to the idea of scholarship and research, the Library will provide physical space to convene thought leaders in Medora. Ideas generated by bringing together luminaries in various fields that related to his life and public service will be spread beyond Medora via plans to engage with national and global audiences.
Create Experiences & Outcomes

A driving force for the Library is a desire on the part of its founders to create an unforgettable experience in a breathtaking setting that will have long-term impacts on visitors and the public. The Library will achieve this through the following facilities and programs:

i. Library Building & Facilities

- Construct a thoughtfully designed building that reflects principles of conservation and sustainability through its connection to surrounding landscape.
- Provide spaces that will foster meditative experiences, and for being still.
- Provide flexible spaces that will allow for performances of various types.

ii. Visitor Experience - Interpreting Theodore Roosevelt

- Curate an immersive storytelling experience that inspires modern audiences to dare greatly, think boldly, live passionately, and care deeply.
- Make TR relevant to the visitor. Engage the public in a dialogue about how TR’s values can be instructive in our modern lives by maintaining long-term engagement with visitors that extends beyond the four walls of the Library.
- Capture the spirit of TR. This requires facilities and activities within the Library and “in the field” that will provide challenges of various types for all visitors. Develop experiences that will give the public the opportunity to Dare Greatly.
- Encourage visitors to engage in activities throughout the region that resonate with the life of TR and express the character and culture of The Badlands.

iii. Importance of Nature

- Celebrate nature as a restorative force and implore visitors and the public to take an active role in experiencing and protecting the natural world.
- Bring nature inside the building; take TR out of the building, so he can be found in the landscape.
III. Operational Goals of Foundation
Operational Goals of Foundation

In order to realize a Library capable of supporting the activities and generating the outcomes outlined above, TRPLF must establish operational goals that provide direction to the project, starting with those outlined below.

Near Term

Starting immediately, TRPLF will focus its efforts principally in four fundamental areas: Fundraising, Setting Interpretive Direction, Design, and Construction. Following is an outline of the activities that TRPLF will need to undertake:

i. Raise funds
   - Secure initial private fundraising goal ($100M) prior to 2021 legislative session in order to secure funding from legislature.

ii. Set building program
   - Requires engaging an interpretive designer to preliminarily define the interpretive plan for the project.
   - Working with a qualified architect, ideally based in the region, the interpretive plan will need to be integrated with the building program to produce an overall facilities program that will give direction to architects selected to participate in the design competition.

iii. Identify and select site
   - Site selection is critical to the timeline for the project as a whole. A site must be selected prior to the design competition.

iv. Run design competition
   - A short list of firms will be selected to participate in the design competition. Architects will be required to include a landscape architecture firm as part of their team.
v. **Form design team**

- The design team includes the Design Architect, Interpretive Designer, Architect of Record, engineers, and a variety of technical consultants.

vi. **Establish core partnerships**

- It is necessary to develop functional relationships with core partners during early phases of design, on the assumption that at least some of these partners may have a physical presence - perhaps in the form of artifacts or other interpretive material - in the Library.

- Work closely with National Park Service – and its affiliated organization, National Park Foundation – to identify opportunities for collaboration on programming and facilities development at Theodore Roosevelt National Park, and on strategies for mutual support.

vii. **Design TR Scholars Program**

- Like the Core Partnerships, the TR Scholars Program may have implications for design. This includes planning for all types of assembly that might occur at the Library building, either through the TR Scholars Program or through other efforts to bring thought leaders in conservation and sustainability to Medora. Facilities might include overnight lodging and dining.

viii. **Design building and develop content for exhibits**

- Concept Design will begin in late 2020 after the Design Architect has been formally selected and a contract executed.

ix. **Construct building and exhibits**

- The project timeline allows 26 months for construction.
Middle Term (opening to stabilization)
Once the Library is constructed and becomes operational, the focus of the Foundation will shift from the bricks and mortar of the project to building up the programmatic functions of the Library.

i. Develop programs to enhance Museum experience.
ii. Develop programs that expand reach of Museum to other parts of Medora.
iii. Develop programs that expand reach of museum to other parts of America.
iv. Build partnerships to accomplish i. and ii.
v. Raise funds to support activities above.

Long Term
Over time, the Foundation’s aspirations will extend beyond the walls of the Library and its programs, to Medora and the surrounding region. Long term success will be realized by the catalyzing effect that the Library and the Foundation hope to have in creating a “New Gateway to the West” in Medora.

i. Uphold Pillar Principles throughout all of Foundation’s work and become a recognized leader in the three areas of Conservation, Leadership, and Citizenship.
ii. Establish Medora as a center for convening leaders from across the nation / world.
iii. Engage with Medora Foundation to create a master plan for the region.
iv. Encourage economic development of Medora and surrounding region through partnerships.
IV. Principal Elements of Project
Principal Elements of Project

The following is a brief outline of program elements that need to be carefully considered, quantified, and described in narrative before the architectural competition is launched.

Physical

i. Museums and exhibits
   • The primary physical component of the Library will be the museum and its attendant interpretive exhibits.

ii. Convening Space
   • The vision for the Library includes creating flexible spaces within the facilities that can be used for various small scale, strategic gatherings. The ideal size of these gatherings needs to be further defined during program setting work in early 2020.

iii. Space for hospitality-related activities
   • This space is related to the convening function described above. Facilities will be required that can support the hospitality side of seasonal and special events. This might include dining and/or overnight lodging.

iv. Surrounding landscape / spiritual and physical connection to The Badlands
   • The connection between the Library building and the surrounding landscape is a critical physical element of the project.
   • Nature should be integrated into the building in a way that honors its spiritual and restorative aspects. This includes creating spaces for meditation and quiet reflection.

v. Outdoor event space
   • To be considered in relation to NPS and economic development plan for Medora as a whole.
Digital

i. Archives

- Theodore Roosevelt Center is an organization, currently housed at Dickinson State University, which focuses on digitally documenting items relating to Theodore Roosevelt’s life, ranging from written correspondence between members of his family to his own personal photography.
- This facility, which will remain in Dickinson, will be expanded to include new offices for the Center that promote improved work flow and efficiency, allow room for growth within the department, and celebrate the work the organization does by making archives easily accessible by the public.
- The relationship between TRPLF and the Theodore Roosevelt Center needs to be clearly defined, especially with regards to funding streams for the archives project and the programmatic connection between the two facilities.
- The digital project will expand to locations and holding institutions where Roosevelt materials are not on microfilm or microfiche and require on-site identification and scanning of documents.

ii. Education Initiatives

- Web and mobile based applications. Code & Theory has been engaged to develop plans for digital education initiatives.

Research & Publication

i. TR Scholars

- The TR Scholars program will reward scholars in the arena of sustainability and conservation who embrace values similar to those of Roosevelt with academic or project scholarships and grants. The program is intended to encourage and reward measurable impact, imagination, and leadership, and encourage development of solutions for a better future.
- Scholars will include future or current undergraduates, individuals or groups researching sustainable solutions, and authors, photographers, and artists with a focus on the values of TR.
• TR Scholars will help design and participate in public programs on-site or by video access offered through the Library that engage publics of all ages in the legacies of President Roosevelt in conservation, leadership, scholarship, and the role of the United States in the modern world.

ii. Researchers

• The Library will provide opportunities for academics and scholars to work closely with TRPL and their intellectual partners to research Roosevelt and his life.

Conference & Events

An important part of programming the Library facilities will involve creating a place where people want to gather to discuss big ideas. A more precise definition of the size and nature of appropriate conference and events needs to be established during program-setting in 2020. Some examples of the types of events that may be appropriate at the Library include:

• Presidential Debate
• Symposia related to foundational pillars
• Corporate Events
• Spiritual Retreat
• Social Events
Partnerships

It is essential to establish a short list of institutions that might have an institutional and/or physical presence in the Library building so that they can be engaged during program setting for the facilities. Building relationships with these organizations will require thoughtfulness and strategic communication by TRPLF and should occur alongside the design and planning process.

i. Core partners in Medora

- National Park Service (National Park Foundation)

  The National Park Service, and by extension the National Park Foundation, will be an important partner for TRPLF due to the location of the project either within or in close proximity to Theodore Roosevelt National Park. NPS has indicated its willingness to work with TRPLF to accommodate the Library facility within the National Park. This would require TRPLF to secure a site in the National Park by engaging in a process governed by the Department of the Interior; this would require a specific agreement with NPS as a framework for implementation of the project, which might also include the development of facilities for specific use by NPS. Regardless of whether or not the Library is sited within TRNP, there is undeniable incentive to collaborate and shape a strong and dynamic relationship between the Library and the Park. Development of the relationship will require open dialogue and coordinated, comprehensive planning.

- Medora Foundation

  The Theodore Roosevelt Medora Foundation (“TRMF”) owns and operates many of the major facilities in Medora, including the Burning Hills Amphitheater, home of the Medora Musical. An agreement between TRMF and TRPLF currently exists, which enables Randy Hatzenbuhler, Executive Director of TRMF, to function as fundraising staff for TRPLF. TRMF will be an important ally for TRPLF as it charts the path for the Library and the attendant facilities it believes Medora will need to support visitation to the Library. TRMF is well positioned to play an important role in the growth and economic development of downtown Medora, with the Library as an anchor tenant, in effect, in the commercial evolution of the region.
• **Billings County and State Agencies**
  The other major landholders in Medora are County and State agencies. It is possible that the preferred site for the Library will be on land owned by one of these agencies. If so, an agreement will need to be negotiated in order to secure control. These agencies also present opportunities to establish partnerships that might enhance programmatic offerings, and should be engaged early in the planning process.

**ii. Core intellectual/curatorial partners**

The following institutions hold the majority of the TR collection, and will certainly need to be engaged as stakeholders and for peer review in the development of the interpretive elements of the Library. It is also highly likely that these institutions will have a physical presence in the Library through permanent or traveling exhibitions from their collections.

- Sagamore Hill (National Park Service)
- National Archives
- Harvard University/Houghton Library
- The Theodore Roosevelt Center (Dickinson State University)
- Library of Congress

**iii. Ancillary Partners**

The list of organizations related to or influenced by Theodore Roosevelt is vast. Below is a list of partners who were mentioned during the November 14 Board Meeting who should be considered as potential partners on this project. While these organizations represent important opportunities to grow the reach of the Library, they will not have a key role in the development of or physical presence in the Library building. The list below is by no means exhaustive. A full list of prospective partners and their strategic relationship to TRPLF should be produced as part of the planning process.

- Smithsonian Institution
- American Museum of Natural History
- National Geographic
- National Collegiate Athletic Association
- Theodore Roosevelt Association
- Theodore Roosevelt Women’s Association
V. Attributes of Design
Attributes of Design

It is given that the building and treatment of its setting must accommodate the functional objectives of the Foundation, and be compelling as a destination to the visiting public. Beyond those outcomes, it is essential that the design of all elements of this project must reflect the spirit of Roosevelt and his values. At the least, the design team must ensure that the following attributes are reflected in their work:

i. The natural world must be brought into the building
ii. Architectural form responds to natural setting
iii. Light is drawn into building
iv. Interior has a range of moods and experiences
v. A democratic building: accessible in every sense
vi. The building should manifest healing and spiritual qualities
vii. Architecture transcends time: not a particular style
viii. Sustainability
   • Environmental
   • Lifecycle
ix. The building should function as an interpretive element, illuminating the attributes of design, as above