**Colorado Humanities Board of Directors Meeting**
**September 24, 2016**
**Holland and Hart, LLP**
**555 17th St. #3200, Denver**

**Present:** Dahlin, Bantis, Convery, Kirkpatrick, Mason, Miller, Nathans, Nelson, Tate
**Absent:** Ballantine, Cunningham, Garcia, Griego, Hillyard, House
**Staff:** Coval, Albright, Jones, Tucker

1. **Welcome and Introductions** (Dahlin)
   Each member of the Board and staff introduced themselves in turn.

2. **Approve changes to the agenda** (Dahlin)

   Dahlin asked to move the Nominating Committee report to late morning.
   **Motion by Kirkpatrick to approve the agenda with that change.**
   **Seconded by Bantis**
   **Vote: Unanimously approved.**

3. **Approval of June 11, 2016 Board meeting minutes** (Dahlin)

   **Motion by Nathans to approve the minutes of the June 11, 2016 Board meeting.**
   **Seconded by Miller**
   **Vote: Unanimously approved.**

4. **Chair's report** (Dahlin)
   a. Dahlin acknowledged and thanked the following board members for their recent activities:
      - Tate hosted a D.I.N.E. in July featuring presentations of Eleanor Roosevelt by Susan Marie Frontczak and Che Guevara by a Young Chautauquan.
      - Nathans attended the July D.I.N.E., participated in reviewing the major objectives, gathered names of Blue Sky team participants, and helped revise the Blue Sky plan and timeline.
      - Nelson facilitated a Blue Sky meeting with staff members, prepared a Blue Sky survey, drafted major objectives, met with the Blue Sky committee and staff, facilitated pro-bono legal assistance regarding new overtime rules for non-profits, and arranged for use of Holland and Hart office space for the board meeting.
      - Convery met with Dahlin and Jones to work on the Blue Sky evaluation component. He, Nathans and Nelson met to discuss developing of Blue Sky focus groups.
      - Garcia distributed an article by NEH chairman Bro Adams and participated in the major objectives review.
      - Mason and Ballantine planned the Durango Chautauqua and a concurrent D.I.N.E. luncheon. Mason hosted a dinner for volunteers and friends after the program.
      - House gave Jones Ute Mountain Ute contacts for Motheread outreach.

   b. Approve FY2017 board meeting dates

Dahlin urged board members to mark their calendars with the dates for March, June, September and December 2017 board meetings to ensure their availability. She stated that locations had yet to be determined.

Mason commented that, for purposes of travel arrangement, it would be helpful to know in advance whether each meeting was to be held on the eastern or western slope. Coval noted that March would be held in Denver. June and September will be elsewhere, and December is always in the Denver metro area. Dahlin asked board members to make suggestions for good meeting locations. Jones mentioned Salida as a possibility for the September meeting, as the date coincides with the premier Kent Haruf Literary Celebration.

Coval had previously sent an e-mail asking for feedback on the proposed dates, and had received no response regarding conflicts. Kirkpatrick mentioned a conflict with the June date. Convery stated that he had a conflict with the March date. Tate and Jones also favored moving the March date. Dahlin had a conflict with March 25th.

**Motion by Dahlin for tentative approval of the FY2017 board meeting dates, with the understanding that the March meeting date might be changed after the full board is polled.**
**Vote: Unanimously approved.**

c. Other
1. Dahlin reported that Jim Miller had resigned his board position for personal reasons. She expressed sadness at losing Miller's participation, as she felt he was a very interesting person, and truly committed to rural Colorado.

2. Dahlin mentioned that the Executive Director's review would take place at the December board meeting. The Board will receive materials in advance.

5. **Executive Director's Report** (Coval)
Coval thanked Dahlin for her attendance at the Denver area Encyclopedia roundtable, for attending numerous committee meetings, Blue Sky team meetings, and the National History Day luncheon. Dahlin was recognized for her participation in the development of CH's new major objectives and for leading the Evaluation Criteria Team and researching evaluation methods.

Coval reported that it had been a very busy summer in the CH offices, with many grants to write, Blue Sky meetings, work on the FY2017 budget, and some time out due to family and health issues. She thanked staff and the Board for their time and patience, and for their efforts to meet deadlines and complete an excess of work.

a. NEH funding
Coval reported that CH has not yet received funding from NEH for FY2017, so the budget cannot be finalized. The organization will be operating under a continuing resolution (CR) at least through December 2016. She explained that once the CR is

approved, NEH would receive an allotment of funds, which will then divided among councils. Ideally, the amount received will be enough to sustain CH through all months of the CR.

Mason asked if there is a formula that NEH uses for distribution of the CR funds. Coval explained that council budgets are based on$200,000 plus a formula that includes a percentage based on population. CR funds are distributed by a similar formula.

b. Office space
Coval reported that the office expansion plans had been approved by all parties involved. Construction permits were pending. Demolition was scheduled for October 11-15, and completion of the build out was expected by November 15th. A required hallway and second exit took some of the space intended for offices.

c. National Humanities Conference
Coval reminded the Board that the National Humanities Conference would be held November 10-13 in Salt Lake City, Utah. Mason, Jones, Tucker, Shingles and Coval will attend. Ballantine will attend a portion of the conference. Coval mentioned how interesting it is to meet representatives of other councils and hear of their challenges and opportunities. The 2016 conference is the first to be held jointly with the National Humanities Alliance. The 2017 conference will be held in Boston, 2018 in New Orleans, and 2019 in Honolulu.

d. Reporting board expenses and in-kind
Coval noted that requests for reimbursement of expenses and reports of in-kind donations for FY2016 must be received by October 31st. She said that CH benefits from in-kind donations as it demonstrates to other entities CH board involvement and contribution.

6. **Program Policy and Evaluation Committee** (Nelson)
   a. FY2017 program plan
   Nelson explained that the program plan is an outline of what CH intends to do in the upcoming fiscal year. It had been reviewed and approved by the Program and Executive Committees, with finalization needed from the board. He stated that there were no material changes; that it is the same suite of programs as FY2016, and that most envisioned changes would take place after 2018.

   Dahlin noted that a new "Humanities and the Legacy of Race and Ethnicity" component of Black History Live (BHL) is not included in the program plan. Coval said that she had included it in the FY2017 budget. She explained that recently NEH had offered each council $15,000 to develop the program. Coval said that she, Jones and Brenner had determined that CH could apply by adding to BHL without too much extra effort.

   Jones described the additions to BHL. A packaged program for libraries will include three conversations about race. They will be supplemented with the film series *Created Equal* that was produced by NEH and aired on PBS. In 2017 Becky Stone will present Harriet Tubman at community colleges and high schools throughout the state. The conversations will be an extension of BHL to the adult community in those same communities. CH will provide content and facilitators.

Jones reported that the program plan for FY2017 has been updated to include proposed budget figures. She detailed additional program changes:

- Speakers Bureau will include WWI programming. One national scholar will be hosted.

- Colorado Book Awards (CBA) winners will tour the state offering additional readings. In response to the increased attendance, the event will again be held in the Denver metro area.

- Latino History Live will launch with Tim Hernandez' book release in January. In the past, CH has partnered with Museo de las Americas, Su Teatro, and newspaper *La Voz.* The program would benefit from more partners. Jones stated that connection, and consistent meetings with community leaders and representatives would bolster success of the program.

- The Denver Veterans' Writing Workshop is a newly developed CH program in partnership with Denver Public Library. DPL is hoping to receive a grant to support the program.

- CH has sent a letter to the national River of Words organization explaining CH's intent to assume responsibility for management of the program in Colorado.

Nelson advised the board that approval of the FY2017 Program Plan does not mean the details are immutable. Programs and implementation will remain in flux based on a variety of factors including funding opportunities and effectiveness.

**Motion by Nelson on behalf of the Program Committee for approval of the FY2017 Program Plan.**
**Vote: Unanimously approved**

b. Program status report (Jones)
Jones reported that Letters About Literature was doing well. CH is immensely proud of our national winner, who was speaking that day at the National Book Festival.

Writers in the Schools will be in Durango High School in two classes and in seven at Fairview High School in Boulder. Writers are currently in training.

Motheread/Fatheread is slowing down, and the Social Innovation Fund budget is decreasing, as the evaluation project will end in mid-2017.

Colorado Center for the Book participated in the first Colorado Book Festival hosted by the Colorado Authors' League.

CBA, ROW and LAL are all currently accepting submissions for 2017.

The Motheread/Fatheread program was busy over the summer. In programs in Ignacio and Thornton more than eighty educators were trained and will receive future coaching.

War Stories is in process. The group has been meeting monthly in Denver to develop the program.

The American West as Living Space has been presented in nine locations across the state, primarily at libraries.

High Plains Chautauqua drew audiences of 800 during the week, with attendance dropping to 500 on Friday and Saturday due to the opening ceremonies of the Olympics, and other local events.

Black History Live and Latino History Live are in the planning stages.

Colorado Encyclopedia is still growing and developing content. A round-table discussion was held in Denver on September 12th to allow the local community feedback and to introduce them to the site. Dahlin mentioned that Denver Public Schools teachers were very enthusiastic about the project.

c. Other- Durango Chautauqua

Mason reported that the Durango Chautauqua was successful and reached 300 students. Bill Worley, an eighteen-year veteran teacher at Metro Community College in Blue River, Kansas, presented James Madison, facilitating a conversation that Mason described as intellectual on both sides. Becky Stone presented Harriett Tubman in her role as a Civil War spy during the Combahee River raid. Mason said she is compiling evaluation summaries for both scholars and that 90% of respondents said the programs enhanced their knowledge.

Mason expressed disappointment at the lack of age diversity in the audience, saying that most attendees were beyond childbearing age. She said it was difficult to know if there had been competing local events that may have kept other age groups away. Her desire is for a "bigger tent," and she mentioned three demographic groups that she felt were especially important to target: high school students, whom Mason stated would be the nation's decision makers within six years, K-12 students, who will comprise the following wave, and those between the ages of twenty and forty-five; the hardest group to reach due to their busy schedules. Mason said the question, "When is a good time for you to attend a program," had not been asked.

Kirkpatrick suggested looking to the hugely successful, board-directed non-profit "Seminars at Steamboat" for ideas. Coval said she would like to continue the conversation about reaching the mid-adult demographic, noting that there are many other times during the week programs could be offered. Nelson commented that the best way to reach children would be to leverage their parents.

Ballantine had contributed for large newspaper ads in order to effectively promote the event. Mason's opinion was that in order to change the demographic of attendees, there would need to be a concerted effort toward social media. She would like to add a publicity chairman to the planning committee. She acknowledged that it's not feasible to reach everyone, but smart planning will reach as many as possible with the money available.

Mason shared her ideas for improving the program. She suggested creating an advisory board that would develop into a partnership board. She felt three or four partners maximum was a realistic number, with an expectation for both cash and in-kind commitments.

To promote consistency and public recognition, she suggested a thematic series of events over two to three years, such as US Presidents and their influence on the West (e.g. policies on immigration or the highway system), technology, or possibly themes that would include philosophy, ethics, or literature.

Mason expressed gratitude to CH staff for their help, and Dahlin thanked Mason for contributing so much work.

7. **Development and External Affairs Committee** (Dahlin)
Dahlin reported that Development Committee chair Hillyard had stepped away from her position for a few months, and that Dahlin will temporarily lead a "development committee of the whole".

   a. 2016 fundraising status report
   Coval reminded the Board that CH's fiscal year ends October 31st. She reported that generation of unrestricted funds had not gone well, which has been a pattern for several years. She stressed the need to strategize, but mentioned that the Development Committee had not had the opportunity to meet and had not received the fundraising status report in advance of the board meeting.

   Coval said that the dollar figures were not significantly different from the previous report. She stated that several of the programs had been completed months prior. She pointed out that the Standing Together and War Stories programs were dependent on a large NEA grant, which had been denied.

   The Pulitzer Project funding that had been offered a year ago was contingent on CH generating matching funds. Coval explained that the Pulitzer portion of WITS and Speakers Bureau were likely to run over budget as a result of not meeting the Pulitzer match. Dahlin recommended that CH seriously consider its ability to generate matching funds with so many competing programs. Mason noted a shortfall in the CBA fundraising, which sparked discussion around program costs and potential partnerships.

b. FY2017 fundraising goals

Coval reported that the annual fundraising goals had not changed significantly, as the FY2017 program lineup was much the same as FY2016. She informed the Board that the SIF relationship with Motheread will end in FY2017, noting that most of the funding goes toward the evaluation, which will also end. Coval mentioned that a new accounting department had been created to show expenses that are non-eligible for SIF funds. As the figures in the SIF column decrease, the non-SIF figures will increase.

Nelson pointed to War Stories as an example of a program that did not receive funding so was not included in FY2017 plans for implementation. In contrast, he drew attention to the Colorado Encyclopedia as a program where funding goals were not met, yet the program is still moving forward. He wondered why the goals are expected to increase so significantly.

Coval explained that CE is a very big multi-year project, which is nearing the end of its first three-year phase (funded by NEH and State Historical Fund). After reaching 1,000 articles, the site will continue to be developed, but at a slower pace, and costs will be spread more evenly year to year.

A new NEH grant is pending and CH should receive notification in March. If approved, CE would receive NEH funding in May. Coval reported that the second SHF grant proposal had been denied in August, and would be resubmitted October 1st. CH will receive notification in February 2017 with approved funding starting in May. Coval pointed out a possible funding gap for CE between March and May of 2017.

Bantis expressed interest in having usage figures even while the CE site is in development. Jones shared the intent that CE would be used in schools by teachers and students.

Nelson asked how much of the $290,000 covered in-house costs. Coval replied that it included the salaries of two dedicated staff, portions of both her and Jones' salaries, and about $13,000 in operating expenses. She noted that CSU is donating a large portion of the technical costs.

c. Board giving report

Dahlin reported that Board giving was small. She stated that every board member is asked to either give or obtain $750 annually with a minimum $100 personal cash gift. She expressed CH's gratitude for every dime board members raise and give. Dahlin reminded the Board that Colorado Gives Day is in early December, and that even though it is still within the 2016 calendar year, gifts given at that time will be for FY2017, as CH's fiscal year ends in October. Dahlin urged board members to fulfill their giving responsibility before the end of the fiscal year.

Tucker reminded the Board that Colorado Gives Day and D.I.N.E. are opportunities to involve others in their giving goal. She provided basic information about each.

d. Other

1. Dahlin reiterated that she appointed the CH Board as a Development Committee of the Whole. She assigned a project in which each board member would select one CH program or other fundraising goal, learn about it, and identify two possible new funders. Board members are to forward information about those potential funding sources to CH staff by November 15th, and to report on their efforts at the December meeting.

   The purpose of the assignment was twofold: it would address the current need for fundraising, and it would familiarize the Board with the challenges faced by Development Committee members, perhaps inspiring others to serve on that committee.

   Tate suggested that it would be helpful to have the development tools, such as program talking points, and CH publicity, video and PowerPoint, easily accessible on the Board tools page of the CH website.

2. Tucker shared that Motheread/Fatheread was selected by the Denver Post Pen and Podium program to receive a $5,000 gift, and by MileHiCon to benefit from their 2016 auction proceeds.

**8. Nominating and Governance Committee** (Tate)

a. Board nominations report

Tate reported that the Nominating Committee had met a couple of times to work on filling five open Board positions. She said they had also developed the nominations priorities for FY2017 with regard to age, gender, ethnic diversity, geographic location, and connections to potential funding sources.

Tate asked the entire Board to consider if they knew anyone who might be a good candidate, and if so, to give names to her, Dahlin, or Coval.

b. Board nominations priorities for FY2017

Tate reviewed the draft Board nominations priorities for FY2017.

**Motion by Tate on behalf of the Nominating Committee for approval of the FY2017 Board Nominations Priorities.**
**Vote: Unanimously approved**

**9. Humanities Symposium Report** (Jones, Spillman)

Jones introduced CE Historic Site Editorial Assistant Scott Spillman, who is a PhD candidate at Stanford University.

Jones reported that from September 14-17 she and Spillman had attended Human/Ties, a four-day celebration of the 50th Anniversary of the National Endowment for the Humanities held at the University of Virginia. She returned to Colorado inspired; with big ideas, and full of energy. The forum featured lectures, panel discussions, exhibits, and more. Jones and Spillman took turns sharing their experiences. Highlights included:

- NEH Chairman Bro Adams expressed a need to "broaden the aperture" of the humanities in undergraduate studies as well as within culture. He also asked, "What is the important next step of relevance for the public engagement of communities?" Jones was pleased to hear him touching on the very topics the Blue Sky project is meant to address.

- During the Chairman's interview, Adams stated that, "we have to get comfortable with being uncomfortable" in order to access other communities.

- One workshop highlighted the benefits of using podcasts as a way to distribute humanities content. Audio is easier, requires less support, and a podcast allows for more depth in 15-20 minutes as opposed to 2-3 minutes on commercial radio.

- In the same workshop it was proposed that gaming be considered to draw the public. Jones suggested CH could implement the idea by adding learning tools to CE to engage students with animated characters.

- A key presentation stressed the importance of using crowdfunding sites such as Kickstarter, not only as sources of funding, but to develop contacts.

**10. Finance and Infrastructure Committee** (Bantis)

a. FY2016 financial status report
Bantis reported on the June 30th Financial Statement, saying that in the past eight months CH had strong balance sheets with very little in liabilities. He guessed that FY2016 would end at break-even, or perhaps one or two thousand either way. He complimented Coval and staff for doing a great job of keeping things in line.

b. FY2017 draft budget
Bantis reported that all programs in the FY2017 draft budget, are budgeted to break even. He shared that the current draft showed a deficit of $25,000, primarily in operations. He asked the Board to consider how to bridge the deficit by driving revenue, rather than making more cuts. He suggested the following ideas:
- selling ads on the CH website
- searching nationally for grants
- considering funding from alternative industries, such as gambling and liquor.

Discussion followed. Convery pointed out the unwillingness of the liquor industry to fund any programs for children. Kirkpatrick spoke of sentiment within the gambling industry that it has already given enough, as it is heavily taxed. Dahlin stressed the importance of having an exit strategy should we choose to partner with alternative industries.

There was additional discussion regarding fundraising methods.

**Motion by Nathans to conditionally approve the FY2017 Budget, pending presentation of a balanced FY2017 Budget in December.**
**Seconded by Kirkpatrick**
**Vote: Unanimously approved**

c. Investment and endowment report
Bantis said he had recently checked on both investments, and reported that the allocations are fine, but he is still unhappy with the performance of Community First Foundation. He stated that it was up a bit, but for the past three years it had lost money, when others were experiencing double-digit increases. He and Coval will pursue methods to remove the fund from Community First.

**11. Blue Sky update and discussion** (Nelson)

a. Major objectives
Nelson reviewed the draft Major Objectives for FY2019-FY2022, explaining that the scope of the objectives had been expanded to include thoughts about program implementation. He asked the Board to consider whether they were reasonable for the sub-committee to use for guiding program development as the Blue Sky project continues. The major objectives will be finalized in FY2017 in conjunction with the new suite of programs.

Nathans was wary of setting objectives that cannot possibly be met, for example the requirement that there be a program within a two hour driving distance of all Coloradans. Bantis and Dahlin shared those concerns.

Mason felt that the document must set forth sustainable objectives for the organization, not the programs. Nathans approved of the inclusion of non-program organizational objectives.

Jones expressed appreciation for measurable objectives. She stated that by June the draft objectives would be shaped by what has been found feasible. Nelson clarified that the intent is to develop objectives that that are manageable, but also specific and measurable. He said the end document will provide challenge, yet will still be attainable.

Nelson agreed to revisions based on the following suggestions:

1. Convery: explain program versus organizational objectives
2. Mason: re-write objectives in a more positive, declaratory way, rather than the more passive current version
3. Nelson: the objective dealing with resources needs to be studied
4. Nathans: specific numerical objectives should remain in flux, and subject to determination of reasonable achievability

**Motion by Nelson to provisionally approve the draft Major Objectives, pending changes resultant from the September 24 board meeting discussion.**
**Seconded by Nathans**
**Vote: Unanimously approved**

Mason expressed appreciation for all the work that had gone into crafting the document.

b. Status report from Evaluation Criteria team
Dahlin reported that the Evaluation Team had met a couple of times and had suggested a two-part way to evaluate programs. The fist way is to take an existing program and evaluate it based on the requirements of the major objectives, asking, "How does this program meet CH objectives? How does it not meet them?"

The second evaluation method is to analyze a program for relevance, effectiveness, efficiency, impact (Is it making a difference?), and sustainability. Dahlin stated that the team had not yet determined any numerical parameters.

Dahlin said a third filter could be applied, by allowing board and staff the opportunity to evaluate programs, by surveying participants, and/or by contacting an external evaluator.

Mason stated the opinion that efficiency is return for dollars invested, and that numerical measures are needed to gauge effectiveness. She said that we needed to be willing to scrap programs that are not sustainable.

c. Roadshow ideas
Nelson reported that part of the Blue Sky/Green Field plan was to travel across the state to collect feedback about what is important to people in various communities. The purpose is to potentially use what is learned to shape development of the next five-year suite of programs. Nelson asked for a commitment from the Board to seriously consider the feedback that is received.

Nelson detailed the plan further, saying eight to ten meetings around the state would be scheduled where individuals within the community would be asked what types of programs are needed, what they would like to accomplish, and what they would be willing to attend. Each meeting will have two facilitators, and questions will encourage conversation. The local feedback would be considered during CH program development efforts. A second visit will be scheduled to present new program ideas, with opportunities for guests to respond.

Convery explained that the meetings were as much about building relationships as collecting information. Coval added that NEH requires CH to facilitate some form of community input. She noted that the schedule had been adjusted so that the first round of meetings would be completed in January 2017.

Mason stated that in her experience, it was more pertinent to ask, "What three key issues affect you personally," rather than asking what people want.

Despite some reservations, the Board was, in general, in favor of moving ahead with the Blue Sky listening tour, on condition of its feasibility.

Adjourned.

The Board of Directors Minutes have been signed and approved on this 16th day of December 2016.

by:
Margaret A. Coval
Executive Director, Corporate Secretary
Colorado Humanities