Colorado Humanities Board of Directors Meeting
March 19, 2016
Gibson, Dunn and Crutcher, LLP
1801 California Street, Denver

Present: Dahlin, Ballantine, Bantis, Convery, Cunningham, Garcia, Hillyard, Nathans, Tate
Absent: Griego, Kirkpatrick, Mason, Miller, Nelson, Tolmachoff
Staff: Coval, Albright, Jones, Shingles, Tucker
Visiting Participant: Jim Davis, auditor, Davis and Co., CPAs

1. Welcome and Introductions (Dahlin)
Dahlin welcomed everyone to the meeting. Albright was introduced and welcomed. Dahlin mentioned that Convery and Davis would be joining the meeting later.

2. Review and approve changes to the agenda (Dahlin)
There were no changes to the agenda

3. Approval of December 5, 2015 Board meeting minutes (Dahlin)

Motion by Bantis to approve the minutes of the December 5, 2015 Board meeting.
Seconded by Tate
Vote: Unanimously approved.

4. Chair's report (Dahlin)
a. Board members' recent CH activities
Dahlin recognized and expressed gratitude to the following:
- Cunningham for willingness to host the Board meeting
- Tate and Garcia for their help to finish the video that Ballantine underwrote, and to all three for their teamwork
- Nelson, Nathans, and Cunningham for a big commitment of time and effort working toward the NEH self-assessment
- Bantis for securing a generous gift from his company for the Colorado Book Awards
- Tate for attending the Colorado Encyclopedia presentation to the Joint Budget Committee, and for hard work in finding new Board members
- Hillyard for accepting the Development Committee Chair position
- to all who donated through Colorado Gives Day
- Tate's sponsorship of excellent D.I.N.E. speaker Becky Stone. Tate extended thanks to the staff involved.
- to committee chairs and members for new energy and forward momentum

b. June Board meeting date and location
Dahlin noted that the previously selected date for the next Board meeting, June 18th, might be re-scheduled as it is Father's Day weekend. A new Timebridge poll had been sent to determine Board members' availability. The location for the June Board meeting was yet to be determined. It was instructed that any suggestions be addressed to Coval.

5. Executive Director's Report (Coval)

Coval expressed thanks to the following:

- Dahlin and Tate for attending Colorado Encyclopedia presentation to the Joint Budget Committee meeting and for the feedback they provided.
- Dahlin for hosting a Board and alumni dinner at her home the prior evening. Previous CH Board member George Curtis attended.
- Dahlin's participation in many Board candidate interviews, and for attending recent committee meetings.

a. Humanities on the Hill and NEH funding

Coval explained that Humanities on the Hill is an annual effort to visit all the congressional offices on behalf of the NEH and the state humanities councils. Organized by the Federation of State Humanities Councils, it occurred in February. Scheduling kept Coval and Board members from attending in person. Coval effectively conducted meetings with eight of our nine congressional offices by phone. A meeting with the ninth office, Doug Lamborn's, will be scheduled.

Coval reported that Congressional staff members expressed great enthusiasm for the Colorado Encyclopedia, Motheread, the Chautauquas, and school programs. Both NEH and Congresspeople are very interested in veterans programs. Diana DeGette's office helped CH contact the Deputy Director of Colorado Veterans' Affairs. A meeting is scheduled with the Deputy Director.

Coval distributed key statements prepared by the Federation, which highlighted the message presented to Congressional representatives. This detailed the request for FY2017 for $155 million for NEH, and $46 million for the state humanities councils. This would be comparable to the level of funding in FY2010.

Representatives Polis, Perlmutter, and Coffman had signed a "Dear Colleague" letter to garner support from the House. The letter included the requested dollar figures, and was completed March 17th.

Coval explained that state councils work in diverse ways. The Federation attempts to summarize the work for the understanding of Congress, and to remind them of the need for funding, especially those in Interior Appropriations. Coval passed a sample packet of the information CH provided to the Congressional offices.

Coval reported that the NEH grant had been confirmed since the December 5th meeting. $713,730, a $7,000 increase over FY2015, had been granted for FY2016.

b. NEH/University of Virginia Symposium

NEH, the University of Virginia, the Mellon Foundation, and the Virginia humanities council have planned a symposium for September 14th -17th in Charlottesville. The Forum on the Public Humanities is the working title. This symposium will address basic, but wide ranging, questions of interest to humanities councils. There will be public panels, workshops, and evening sessions that will include theater or film screenings. Salman Rushdie, Toni

Morrison, and Annette Gordon Reed are already scheduled for panels. Henry Louis Gates Jr., and representatives from different Presidential administrations are other possibilities. The final day's events will take place at Monticello.

CH has been offered travel money through the Federal State Partnership for one person to attend. Coval will forward the information to Board members with the hope that CH will have more than one representative. She will update the Board as more speakers are confirmed.

c. Kettering Foundation research exchange (Jones)
Coval explained that CH and six other councils were invited to a one-day meeting in Dayton Ohio to explore how councils align their work with the residents of their states, especially with regard to economic challenges faced by individuals and communities. The councils were selected because of their work with particular groups or programs. Jones attended.

Jones reported that the Kettering Foundation is a research foundation. Kettering focuses on empowering people to join together to affect social change within their communities. For every issue, Kettering deliberations introduce a third element, which is not necessarily a combination of the other two ideas or a compromise. The shift from dualism helps end conflict, providing an environment where conversation can be opened and resolution enabled.

Jones shared that the stated goal was to brainstorm how to connect the humanities to "economic equity," Kettering's term for meaningful conversation. Kettering wants to help humanities councils find ways to make the humanities relevant in communities, addressing the real concerns of the people they serve. Much of the content could be found in Kettering Foundation's President David Matthews' book *The Ecology of Democracy*.

Jones reported that NEH senior staff attended, as well as Federation President Esther Mackintosh. Mackintosh told Jones that invited councils were all doing something to reach disenfranchised groups, and had staff who had shown innovation, evaluation dedication, and openness. Pennsylvania Humanities Council, which is part of the Cultural Data Project, was involved in developing the opportunity. CH has been involved in the Cultural Data Project through the Federation. Under Laurie Zierer's direction, Pennsylvania Humanities Council has revised its approach, giving grants around questions about disenfranchised communities.

Kettering's plan is to process the information gleaned from the Ohio conversation, and to return with ideas of how they might partner with the Federation. Coval noted that the concepts from this symposium might be something CH will explore in its self-assessment.

d. Other (Coval)
Coval reminded the Board of CH's affiliation with The Library of Congress Center for the Book. Every three years, CH must re-establish that it is the host of the Colorado CFTB. CH received an approval letter from founder and director John Cole, addressed to Jones and Coval. He wrote, "Thanks to CH the Colorado Center for the Book with energy, creativity,

and excellent leadership, continues to present the citizens of Colorado with a full and varied program of reading promotion and humanities projects not matched by many other states."

6. **Program Policy and Evaluation Report** (Jones)

a. Program plan status report

Jones reported that Bess Maher, a former facilitator for an association of publishers, is the new Colorado Book Awards coordinator. Jones confirmed that the Governor's mansion is the venue for the CBA on Saturday, May 21st. There will be several finalist readings soon. A handout detailing the dates and times was distributed. The Board was encouraged to attend and/or volunteer as hosts, greeters, with sales, or materials distribution.

Jones reported on other programs:

1. River of Words

The number of entries in is unknown. Jones awaits news from the national office.

2. Letters About Literature

Jones reported that entries have almost doubled, reaching the FY2016 plan goal.

3. Student Literary Awards

The awards ceremony will take place at 2:00 PM on May 11th, at Denver Public Library. Jones encouraged Board members to attend and volunteer. She commented that these literacy programs are very low-cost for CH, but important to the Library of Congress.

4. Writers in the Schools

CH is implementing a new model based on Pulitzer Prize winning or finalist writers' work about the American West. Jones explained that in this program, high school students are offered the opportunity to work in poetry, non-fiction prose, and short-story prose.

Jones reported that while visiting Grand Junction, she experienced for the first time unhappiness with a CH writing program. Students were being asked to do more than they were able, teachers were not providing structure, and the students were frustrated. The program design was changed and participants were re-engaged by the end of the visit. Despite the struggles, Jones affirmed that WITS is on track for anthology celebrations in Grand Junction, with funding from the Pulitzer Prize Initiative and Colorado Creative Industries.

A six-classroom poetry only residency had been completed at Scenic Elementary School in Grand Junction, and was moving into the anthology process.

5. Motheread/Fatheread Colorado

CH had been granted approval for a fifth year with Mile High United Way's Social Innovation Fund. 128 impacted families minimum were required for a valid study. CH enrolled 148. Jones expressed thanks to Nathans for providing a billboard that spurred participation. It was used again for recruiting parent class participants.

Tucker and Coval secured direct support from the Denver Foundation for a program in Adams County. Jones relayed that Atilano says the program is going very well. It is providing educators' salaries, childcare, meals, and incentives for parents to attend, as is done in the SIF study.

6. War Stories

Two pilot programs had been developed. One was a reading and discussion program that included veterans and non-military community members, the other for combat veterans only. Paul Anderson's Huts for Vets is a program with a format where veterans were able to openly and confidently interact, with life-changing results. Anderson offered his Huts for Vets reader, which CH re-purposed so that it would work in a community discussion setting. The pilot was launched at Blair-Caldwell Library, with low attendance so far.

Jones expressed a need for work on our connections in order for these programs to be successful. CH learned through this project that the VA is not a viable resource for networking with veterans associations.

CH's revised War Stories design for which we will seek a NEA Creativity Connects grant, will include two models:

- a heavy social media element developed with Michael Conniff, consultant to the Western Slope Veterans Services Coalition and head of Isaacson School of New Media,
- a one-day distillation, by Anderson, of his three-day Huts for Vets expeditionary seminar

The plan is for a program in the Roaring Fork Valley with a culminating forum at the Aspen Institute in September of 2017. To enable connectivity, Conniff would lead writing and social media workshops, and his students would moderate the conversations.

7. Speakers Bureau

The Pulitzer reading and discussion program was piloted with three meetings at High Plains Library District in Greeley. Journalists from the Greeley Tribune attended on the journalism night. Thirty-seven participants have registered to hear Elizabeth Fenn on March 28th.

All community libraries that hosted premier screenings of The Great Divide had been invited to host a Pulitzer reading program in 2016. There were five positive responses. The invitation will be opened to other communities.

8. Young Chautauqua

Eight schools implemented Young Chautauqua. Most also participated in 2015 but there was a newcomer in Manitou Springs. A YC event will take place on May 21st at the Colorado Springs Pioneers Museum.

9. Museum on Main Street

Jones noted that there are no MOMS tour plans for 2016.

10. Palmer Lake Chautauqua
Palmer Lake Chautauqua is not moving forward due to a lack of local volunteer commitment.

11. High Plains Chautauqua
Jones announced that the theme for August 2-6, 2016 is "The Power of Inspiration." The event will not be American history focused, and will include a broad range of historical figures.

12. Two Rivers Chautauqua
"Characters Forged in Conflict" will be held September 16 and 17. A new format will allow each presenter to give a single portrayal, with joint conversations following.

Jones reported that marketing has always been a problem with Two Rivers. Because CH is the founding sponsor, Jones had asked for preview and approval rights for a marketing plan. A meeting between Jones and a new marketing staff person was scheduled.

13. Durango Chautauqua
Ballantine will be working with new board member Foxie Mason to develop the program scheduled for September.

14. Black History Live
Black History Live toured the state with great success. Becky Stone presented Rosa Parks with graciousness, warmth and openness that encouraged non-threatening conversations about race relations. Jones shared the she was personally very moved by this program. She distributed a handout that detailed locations and attendance statistics.

Jones remembered that about five years ago it was suggested that CH recruit community college student activities offices to host presenters for Black History Month, then while the presenters are in the community, to coordinate presentations in local high schools and other community venues. The idea became a huge success. Jones reported that BHL has great potential for growth.

A full two-week tour was conducted, which proved exhausting for both the presenters and staff. It was proposed that in 2017 two presenters might be scheduled to relieve some of the burden. With cost-shares from the hosts, BHL very nearly paid for itself. Coval commented that an infusion of sponsor funds would help, especially if CH desired to expand this program.

15. Hispanic Heritage Live
Jones reported that although CH has not yet made the right connections to build programs <u>within</u> the Hispanic community, we have brought some presenters to Colorado venues.

Former CH staff member Tim Hernandez had begun a project to find not only the graves, but also the names, of the migrant workers killed in a plane crash in Los Gatos Canyon in

1948, commemorated by the Woody Guthrie song "Deportees." Money had been raised for a monument at the gravesite to include the names of the workers, as previously, only the names of the four white airport crewmembers had been listed. Hernandez did four community college presentations on his project in 2015.

Hillyard and Garcia suggested reaching out to former Denver mayor Federico Peña, who is leading a statewide program to develop Latino leadership. Tate might have contacts.

Dahlin mentioned a film from the Federation conference in St. Louis that focused on Hispanic veterans in the West. She suggested screenings in local communities with a discussion following, possibly in a D.I.N.E. format. Garcia commented that the GI Forum was active in Colorado, and might be a good partner.

16. Colorado Encyclopedia
Jones reported that the Colorado Encyclopedia website went live on January 12th. She mentioned that the original model, which relied upon volunteered articles, had not worked. Hiring graduate students and scholars to write articles had been a more successful method of collecting content.

Ballantine asked how we would measure the success of the project. Jones responded that her desire was for the Colorado Encyclopedia to be included on the Colorado Department of Education's limited list of approved student resources for learning about the state. Jones stated that her goal was a balanced coverage of science, geography, history, art, and current events. The site was begun with history articles, as initial funding came from NEH. Analysis of usage data will provide another measure of success.

Jones stated that the Encyclopedia was ready for marketing. The following plans and suggestions were discussed:

- CH's marketing campaign to educators will be on PBS in August and September.
- Jones appealed to Board members to forward e-mail messages with links, to drive search engine optimization.
- Tate suggested an Encyclopedia Facebook page to increase awareness.
- Cunningham suggested that CH contract with a marketing specialist.
- Tate recommended a connection with the state tourism board. Bantis offered help with contacts, and requested a reminder from Jones to follow through.
- Tate suggested that prospective new Board member Adrian Miller might be able to help, based on his experience with social media.
- Hillyard mentioned a Google program for non-profits that offered "Google Bucks" which could be redeemed for advertising space. The space could be used to promote CH or its programs, or used by CH to leverage sponsorship by offering to share advertising credits. Jones confirmed efforts toward a partnership with Google.

Tate suggested a color-coded map, and also a list, to provide a sense of the scope of CH programs. Dahlin stated that such information would be helpful in obtaining support from the legislature, as it would demonstrate that CH does serve their constituents. She said it would also help with efforts to develop giving. Hillyard expected such a document to be impressive. Bantis noted that it would also enable us to see areas that may be underserved.

b. Self-assessment and planning discussion (Nathans, Cunningham)
Nathans reported that the committee had begun development of a two-year process to deeply evaluate current and potential future programs. Starting this process in the middle of our five-year plan would offer CH Board and staff sufficient time to assess our needs, deliberate, and plan for the future.

Cunningham offered an explanation of Phase I: Laying the Foundation, in which Board members will indicate their level of interest in four different teams, or sub-committees. The planning committee had determined that these teams should focus on developing program evaluation criteria, identifying and developing fundraising opportunities, assessing regional resources, and assessing program needs.

Cunningham told the Board that Phase II would be an evaluation of CH programs made by applying the information collected and criteria developed in Phase I.

What is learned in Phases I and II will culminate in Phase III – decision making. At that point, we will determine what programs to continue, which to abandon, and what new efforts to develop. Cunningham conveyed Nelson's goal, provided there was a general consensus in favor of the process, to have Phase I teams assigned prior to the next Board meeting, with the June Board meeting serving as a launch date for the process.

Nathans reviewed the matrix used by a previous Board for evaluation, and suggested that some of those previous materials be used as templates in the new process. Coval passed samples of the last self-assessment document for Board perusal.

Tucker wondered how CH might assess the depth of experience derived by program participants, as the information is subjective. Cunningham stated that part of the purpose of Phase I would be to decide if we will use old criteria, or create new, which might include both objective data, such as how many attended, and subjective, such as interviews from participants providing feedback on their level of engagement.

Jones shared that CH is currently collecting subjective reviews including self-efficacy responses, impact studies, and prose comments. The feedback is often collected on a sliding scale so those subjective experiences can be quantified. The use of scales could be increased. Coval suggested a review of the participant surveys and modification for consistency across programs. Tucker suggested including the types of questions that funders ask, such as:

- What percent of participants were of specific ethnic groups?
- How did this program address the need of those served?
- What did attendees perceive as the benefit of the event?
- How much CH recognition did this program generate?

Bantis expressed concern over a potential two-year gap between Phase I and Phase III. He suggested that the first part of Phase III be a review to determine if Phase I and Phase II findings and decisions are still relevant. Dahlin was of the opinion that it will be an organic process; if the programs change, the assessments would change.

Nathans reiterated that the process will not be limited to the Program Committee. Cunningham recognized Nelson as the braintrust of a process that will help CH to be confident in what we are doing and re-energize our programs.

Dahlin welcomed Convery and asked him to introduce himself. Convery provided a brief personal background. He said that the statewide reach and diversity of CH's programming and audiences served interested him as a professional public historian. He expressed a desire to provide tools to extend and deepen that reach. Individual introductions were made around the table, at which point auditor Jim Davis introduced himself.

7. **Finance and Infrastructure Committee** (Bantis, Coval)

a. Financial status report

According to Bantis, the January statement was unremarkable. Bantis reported that the FY2015 financial audit had been compiled. Bantis and Coval had reviewed it along with both the Audit and Executive Committees.

b. Presentation of audit (Jim Davis)

Davis reported that CH experienced a 3% decrease in revenue from the previous year, which was offset by a 4% decrease in expenses. There was a resulting positive change in net assets/equity of over $40,000 for the year. CH ended FY2015 with $501,080 in equity. $151,000+ of that were temporarily restricted funds, and just under $350,000 was unrestricted.

A little over 50% of the temporarily restricted funds were SIF matching funds. $77,820 of donor-restricted grants was carried until October 2016. He shared that it was a good statement of activities for the year.

Davis noted three areas of program services: living history, educational resources, and reading and writing, and two components of overhead/supporting services: management and general, and financial development/fundraising. Expenditures for these five areas were detailed in the report.

Davis said 12.3% of CH expenses were in the supporting service area, which is favorable, explaining that the industry benchmark is 15%. He suggested that this figure should help with fundraising, as it demonstrates CH's efficiency in leveraging donor dollars into programs. $404,167 was donated in-kind, so CH also successfully leveraged volunteer time, sites for events, supplies, travel, promotion, etc.

Personnel expenses were up 6%, and services were down 10%. The two categories together are typically 70% of CH total expenses.

As of October 31, 2015 assets versus liabilities were about 3.5:1, whereas in FY2014 they were 1.5:1, so liquidity improved substantially – about 40% more than normal for a typical organization of similar size. The biggest contributing factor for the change was a reduction in accounts payable from $149,000 to under $35,000.

Davis commended CH on its outstanding job of documenting and qualifying in-kind donations, which can increase donor confidence.

Certain disclosures must be made whenever more than 25% of revenues come from any one source. Over $750,000 in funding was from direct federal funding, which required a Single Audit, evaluating not only numbers, but also internal controls. No report of significant findings or questioned costs was necessary. CH received about 44% of income from NEH, which was about a 20% reduction from two to three years ago. Davis suggested a goal of further reduction to 25-30%. Funding sources had been diversified, which was a positive change.

Bantis asked Davis to comment on net liquidity, which was approximately 22% of CH's net annual operating expenses. Davis stated that three months is desired, and that CH was in good shape.

Dahlin thanked Davis for his report.

c. Investment and endowment report
Bantis reported that approximately $54,000 is the endowment fund with Community First Foundation, with $12,000 - $15,000 of the total the result of a matching funds grant. The investment has done very poorly and the Finance Committee had discussed attempting to withdraw the funds and end the relationship with Community First. Bantis asked Davis to relate how that might be accomplished.

Davis explained three scenarios:

1. The normal distributions route would allow the removal of any funds above the initial contribution plus the matching funds. This is not a viable option for CH in these circumstances.
2. There is a clause in CH's contract with Community First that will allow CH to withdraw everything but the matching funds, but requires a re-payment over a ten-year period, with an interest rate of 1% over prime.
3. All 50 states, all tribes and territories have adopted the National Uniform Prudent Management of Institutional Funds Act, which allows a Board of Directors to override any permanent restrictions on assets. This would require a judicial order.

Bantis outlined CH's options:

1. Leave the money with Community First, and hope the management, and therefore the account status, improves.
2. "Encouraging" Community First's cooperation with negotiation by suggesting the potential for legal intervention.
3. Taking the case to a judge.

Bantis shared that the funds in question constitute roughly 1/7th to 1/8th of CH's total liquid assets. The Finance Committee will continue discussion with Davis to determine a course of action that can be put to a Board vote.

8. Nominating and Governance Committee (Tate)

a. Board nominations report

A new Board profile was distributed. Tate provided a brief review of new Board members Jim Miller, Florence (Foxie) Mason, Susan Kirkpatrick, and Board prospect Ernest House.

Dahlin reported that Herman Martinez had resigned his Board position. Coval reminded the Board that Tolmachoff's term would expire in June. Including those positions, Tate reported four remaining open slots on the Board. The committee was vetting several promising candidates.

b. Election of new members

Tate reviewed Adrian Miller's resume.

> **Motion by Tate on behalf of the Nominating Committee to elect Adrian Miller to the Colorado Humanities Board of Directors.**
> **Vote: Unanimously approved**

Tate, Convery, and Dahlin expressed endorsement for Ernest House. Tate made an appeal for candidate recommendations, especially people from the Greeley area who will lend strong support to HPC. Coval noted that the Board had not recently had representatives from Pueblo, Grand Junction, or the northwest quadrant of the state.

9. Development and External Affairs Committee (Hillyard, Coval, Tucker)

Hillyard reported that the committee is just getting organized under new leadership.

a. FY2016 Fundraising status report (Coval)

Coval referred board members to the March 15th Fundraising Goals and Status report and summarized. We have raised about 1/3 of the goal for unrestricted funds, with about $20,000 still to be raised. Funds still need to be raised for most programs. The greatest needs are the Pulitzer Initiative (part in Writers in the Schools and part in Speakers Bureau), High Plains Chautauqua, Motheread and the Colorado Encyclopedia.

b. Strategizing our fundraising

Hillyard reported several ideas on which the committee had been working:

- an intense review, along with Coval and Tucker, of the past three to five years of fundraising, in order to make strong recommendations for the future
- a donor recognition program with a physical place to install a plaque
- a robust Board alumni campaign
- a commitment to think creatively about how to encourage donations of more unrestricted funds

Hillyard encouraged Board members to join the Development Committee. The committee will disseminate initial findings as they are made, rather than waiting for Board meetings. She stressed the importance of the D.I.N.E. events for networking, outreach, support, and as an introduction to CH.

Tate stated she would soon like to hold a D.I.N.E. event featuring Chautauquan Susan Marie Frontczak.

Tucker reported that Colorado Gives Day generated $9,885.00 including the incentive of $250, which was a bit less than prior years. Donors were primarily Board and staff.

c. Board giving

Hillyard distributed a Board giving pledge form and stressed the importance of 100% Board participation.

10. Other business

Adjourned.

The Board of Directors Minutes have been signed and approved on this 5th day of July 2016 2016.

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