Colorado Humanities Board of Directors Meeting
December 8, 2018
Colorado Springs Pioneers Museum

Present: Dahlin, Ballantine (by phone), Best (by phone), Bentz, Cordova, Garcia, Holden, Hurley, Koehler, Lee, Mason (by phone), Miller, Nelson, Philpott, Tate (by phone)
Absent: Meyer
Staff: Coval, Albright, Jones, Tucker

1. **Welcome** (Dahlin)
   Dahlin welcomed the Board.

2. **Approval of agenda** (Dahlin)

   Motion by Miller to approve the agenda.
   Seconded by Lee
   Vote: Unanimously approved

3. **Nominating and Governance Committee** (Tate)
   a. Board nominations report
   Tate reported that the Nominating Committee is busy with efforts to fill open board positions. She asked the Board to provide names of individuals to be considered.

   b. Board nominations priorities for FY2019
   Tate presented the Nominating Committee's proposed FY2019 nominations priorities. In response to the increased technology budget for more robust marketing and program dissemination, the Committee added a emphasis on seeking candidates that can offer technology or marketing skills.

   Motion by Tate on behalf of the Nominating Committee to approve the FY2019 Board Nominations Priorities.
   Vote: Unanimously approved

   c. Election of board members
   Tate asked for any questions regarding the biographies and letters of intent from board candidates Hugo Cordova and Corinne Koehler. No questions were posed.

   Motion by Tate on behalf of the Nominating Committee to elect Hugo Cordova to a four-year term to begin immediately.
   Vote: Unanimously approved

   Motion by Tate on behalf of the Nominating Committee to elect Corinne Koehler to a four-year term to begin immediately.
   Vote: Unanimously approved

   Cordova and Koehler joined the meeting and were welcomed by Tate.

4. **Introductions and ice breaker** (Dahlin)
   Dahlin asked the Board to individually introduce themselves, and to each share what they wanted to be when they grew up.

5. **Approval of minutes of the September 15, 2018 Board meeting** (Dahlin)

   Motion by Philpott to approve the minutes of the September 15, 2018 Board meeting.
   Seconded by Lee
   Vote: Unanimously approved

6. **Chair's report** (Dahlin)
   a. Board members' recent activities
   Dahlin thanked individual members for their recent activities.
   - Garcia and Hurley for input regarding local arrangements for this meeting
   - Hurley for arranging and attending an NEH grants workshop in Colorado Springs
   - Holden and Tate for attending the luncheon with NEH Chairman Jon Parrish Peede during his Colorado visit
   - the Executive Committee for meeting with the NEH site visit team
   - Lee for soliciting contributions to support R&D
   - Miller for meeting with Jones and Coval in preparation for the Program Committee meeting
   - Nelson for meeting with Tucker and Coval to prepare for the Development Committee meeting, and for sending a letter about FY2019 Board pledges
   - Holden for providing CH with a social media audit and planning templates to engage participation in Still Coming Home, and for attending the National Humanities Conference
   - Mason for advising on the evaluation and program plan for the Program Committee, for soliciting contributions for Durango Living History, and for leading a meeting of the Durango-Bayfield Southwest Humanities Network
   - Mason and Ballantine for hosting events and coordinating the Durango Living History program in September, and Ballantine for a cash contribution to the program
   - Lee for attending a Still Coming Home conversation at the Blair-Caldwell African American Research Library
   - Tate for attending a lunch with Latina leadership to discuss more successful engagement with Latino communities, and for meeting with board candidate Cordova
   - Bantis for meeting with Coval and CH's Charles Schwab representative to discuss achieving a better return on investments
   - Best for making inquiries seeking potential new board members

   b. NEH webinar
   Dahlin reported that, during the NEH Site Visit in September, the NEH representative who attended liked what was said about board-staff relationships and invited Dahlin and Coval to participate in a webinar for state councils. The webinar aired this past Thursday.

   c. Other
   Dahlin reported that, due to increasing business and personal demands on his time, Finance Committee Chair Charlie Bantis has tendered his resignation from the board.

7. **Executive Director's report** (Coval)
Coval thanked Dahlin for her participation in the NEH Site Visit, attending the luncheon with NEH Chairman Peede, attending the National Humanities Conference, meeting with Koehler, and for being a presenter during the NEH webinar.

a. National Humanities Conference report (Dahlin, Holden, Jones)
Dahlin reported that she, Coval, Jones, and Holden attended the National Humanities conference in New Orleans this past November. Each had written a summary of their experience, which was available at the meeting to any who were interested.

Holden told of his conversation with representatives from Humanities Kansas about their efforts to re-brand and reposition their organization. He talked about their struggle with the word 'humanities,' and finding ways to help the public connect, such as utilizing storytelling methods and creating a mission video for their website. They spoke of the role of video to reach young audiences. Holden brought back internship pamphlets that CH might find useful. He mentioned BoardSource, an online resource for development of good board membership practices. NEH provides membership to state councils.

Dahlin said she learned about using anniversaries and centennials to make connections and reach new audiences, even those that are not necessarily humanities related, for example Indiana Humanities' capitalizing on the 100th anniversary of the Indianapolis 500 for a poetry program. Dahlin also shared about her enjoyment of a presentation by a jazz historian that detailed the five styles of jazz from the genre's origin to the present.

Coval mentioned that it was the third year that NEH has hosted a joint national conference with the National Humanities Alliance. She and Holden had time to visit New Orleans' arts district, including the Ogden Museum of Southern Art. She also attended a session on the uses of audio and making content available to commercial stations.

Dahlin said the 2019 National Humanities Conference will be held in Hawaii, and encouraged board members to consider attending.

b. NEH funding update
Coval reported that the first federal funding continuing resolution ended December 7th. A second continuing resolution will be in place until December 21st. The Interior Appropriations bill still has not been passed, and may not be before the session ends. When it does, NEH is expected to receive $155 million (a 2.5% increase from FY2018), with $1.5 million for the Federal State Partnership.

c. Other
Coval read aloud a personal thank you note that Chairman Peede had sent following his visit to Colorado.

Coval notified the Board that Humanities on the Hill, an opportunity to visit Congressional offices and talk about Colorado Humanities' work, will be March 5-7, 2019. She invited those interested to contact her.

8. **Program Policy and Evaluation Committee** (Miller)

a. Program update and status report (Jones)
Jones commented that this is the last report of CH's 5-year strategic plan. CH has been implementing many of the current programs for ten years. Of note:

Colorado Book Awards (CBA): A video featuring testimonies about CBA's significance to the writing community has been uploaded to the CH website. In FY2019, we propose an honorarium of $100 per author reading.

Writers in the Schools, Letters About Literature, and River of Words are being converted to online resources.

Motheread/Fatheread Colorado (MFC): MFC is CH's biggest programming investment. The impact study asserting the efficacy of the program has been published in a peer-reviewed journal. Current data demonstrates a 22% increase in literacy promoting behaviors. MFC has been nominated by Wiggins Elementary for Colorado Department of Education's Promising Practices.

Young Chautauqua (YC): Due to a curriculum redesign, YC lost about 320 11th grade participants from Mountain Range High School in Westminster in 2018. They do plan to participate in 2019. Jones anticipates a slow transition of YC to an online resource.

Colorado Encyclopedia (CE): Further expansion is on hold due to funding limitations. Current data show 245,365 users from around the world.

Most of the information in the FY2019 update is planning. As CH is winding down one 5-year plan and transitioning into another, Miller would like the board to consider what information they need in regular reports, and how to best evaluate new programs.

b. Board members' reports
Holden reported on his experiences at High Plains Chautauqua (HPC), and asked about sharing video of the performances with a larger audience through CPR, live-streaming, or podcasts. The schedule for August of 2019 will feature a 'best of' line up of characters.

Mason reviewed the events of Durango Living History featuring Doug Mishler as Theodore Roosevelt and Hal Finken as Thomas Edison. The venue was filled to capacity both nights. The Durango humanities group expects to have a plan in place by May for the 2019 program featuring Eleanor Roosevelt and Nicola Tesla.

c. FY2019 Program Plan
Jones presented the FY2019 Program Plan. She said that asking program partners to help with fundraising slows the development of programs, but will help enable communities to continue programs independently. The budget ranking of programs on the current document will be revised and the FY2019 Program Plan will be re-sent. Jones asked the Board to let her know if there is any other information that should be added to the report.

Discussion followed. Suggestions for additional pertinent information included:

- a 2-3 year projection of budgets to aid development; could be a separate document

- a multi-year history/year-to-year history comparison for individual programs
- agreement between the Program Plan and Fundraising Goals

Motion by Nelson to approve the FY2019 Program Plan.
Seconded by Hurley
Vote: Unanimously approved

d. Evaluating programs through the lens of Major Objectives
The Board discussed what information would be most helpful on a program evaluation. Suggestions included:
- identification of specific goals in order to measure success and focus energy
- built-in components that are attractive to funders, such as volunteer opportunities and donor recognition
- a 5-year map of program events to show geographic reach
- simple graphics and key points to be presented to potential funders

Jones suggested a working group to help refine evaluation documents. She reported that she has received bids from three contractors to consult on evaluation development. Mason offered to send an overview of evaluation which should help determine what type of evaluations are appropriate, and information on the logic model used by IMLS.

e. Other
Jones said a Channel 12 interview with Charles Pace as Malcolm X never aired and she will check to see if they will let CH have the video for other uses.

Coval reported that a D.I.N.E. event will take place in February in conjunction with the Black History Live tour featuring Becky Stone as Maya Angelou.

9. **Social media assessment and opportunities** (Holden)
Holden gave a PowerPoint presentation on CH's current use of social media and opportunities to both expand and target audiences using the website, Twitter, Facebook, and other online platforms effectively. Elements of the plan that he, Jones and Coval had discussed earlier are:
    1. content audit
    What do we already have? i.e. photos, video clips, infographics, brochures, stories
    2. platform POV
    Maps a strategy for each platform where CH desires a presence, and develops an audience, voice, frequency of posting, and metrics for success
    3. content calendar
    Week by week, month by month, quarter by quarter, what are we promoting? What content do we have? What do we need to collect?
    4. influence or outreach
    5. partner activation
    Who can be telling our story for us? How can we get partners more involved?

Holden shared about goal-driving ad campaigns by funding specific campaign efforts and initiatives quarterly. For example, around Veterans Day, non-paid messages about upcoming Still Coming Home conversations were posted on CH's social media platforms. Then, in an effort to drive attendance, a paid advertising response using video clips from the Veterans Writing Workshops was targeted to those who had engaged with the unpaid outreach. Each video received over 700 views, when previous averages had been 200. $200 total was used to promote interest in six events. Holden offered to share the PowerPoint presentation file.

Jones reported that program partners are now receiving a list of action items so they can indicate their willingness to commit to specific outreach activities. Some time in the future Holden will conduct a marketing workshop with staff.

10. Development and External Affairs Committee (Nelson)

a. FY2019 Fundraising Goals
Nelson reported that FY2019 fundraising is underway. He noted an unrestricted finds goal of $43,865 which has no specified source. The Development Committee has resolved to strategize ways to raise these funds, and will focus their efforts on unrestricted fundraising in general. They elected not to renew the R&D challenge to the Board, as fundraising for unrestricted funds is the more important goal.

Nelson explained that the goals listed for individual programs indicate the amount budgeted for that program, less the NEH funds Coval has allocated to each. He pointed out that the biggest need is MFC. He said Board approval of the fundraising goals presumes the scaling back of those programs for which goals are not achieved.

Motion by Nelson on behalf of the Development Committee to approve the FY2019 Fundraising Goals.
Vote: Unanimously approved

b. FY2018 fundraising status report (Coval, Tucker)
Tucker reviewed the FY2018 fundraising status report. She noted that dates in red help prioritize fundraising and Development Committee efforts. She explained that although the amount to be raised for MFC is listed as zero, fundraising has not ended, and donations continue to be received from individuals.

Coval reported that FY2018 fundraising goals were exceeded for HPC, so the overage will be applied to the FY2019 program.

c. Board members' reports
Lee reported on fundraising success she achieved by personalizing an appeal letter provided by Tucker, and mailing it to her contacts. Tucker offered to send an updated letter template to any who are interested.

Holden said some of the strategic goals for marketing will include fundraising efforts.

d. Other
Tucker reported $5,195, most of it unrestricted, received on Colorado Gives Day, and $6,535 received in response to year-end appeal letters. She said Kinder Morgan sent notification of a grant approved for Young Chautauqua, but the foundation has not yet provided information on the amount granted.

11. Finance and Infrastructure Committee (Coval)

a. FY2019 Budget

Coval explained the budget format, noting that it includes some programs which are winding down and some that have not yet begun. She said expenses begin to address the new Major Objectives, for example an increase in the budgeted amount for web and technology expenditures, and institutional marketing.

CH lost 2.1 FTEs in FY2018 (4.1 including Colorado Encyclopedia editorial assistants who went part-time in FY2017), and the FY2019 budget restores 1.75 of those FTEs, spread across program coordination, administration, and marketing. There are some isolated staff funds allocated where CH has committed to a level of continuing support as is possible, for example for maintenance of Colorado Encyclopedia.

Coval said that all columns headed in purple are new programs. Columns F, O, and V are for development of resources, whether online, film, or conversations. Column AE reflects startup money and staff time for the Five States of Colorado film.

Coval noted that line 5 column D of Income assumes level funding from NEH, although a slight increase of between $10,000 and $20,000 is expected. She also pointed out the goal for unrestricted funds in Other Income which was mentioned in the Development Committee report. Line 19, realized investment gain, has been added as approved previously by the Board..

Coval referred to line 76 which shows reserves previously withdrawn to help fund the MFC SIF study in FY2016. She explained that not all of the funds withdrawn were needed, and those remaining have been carried forward. The Finance Committee is recommending that the overage be transferred to Operations and be used in FY2019.

Lengthy discussion followed. Salient points:

- If the current budget draft is approved, use of the $51,903 from reserves to offset operating expenses in FY2019 is also expressly approved.
- If the reserves are used to support FY2019 operations, and a sourceless $43,865 budgeted shortfall remains, where will funding come from the following year?
- Use of the reserves is an investment in the organization if it helps finance growth/development by supporting marketing, consulting, web, and technology.
- The reserves were taken for a specific program, but will be transferred for use in general operations. The motion recognizes, historicizes and documents an unprecedented situation. It does not reflect any level of distrust.

Motion by Nelson to approve the FY2019 Budget with the request that staff exercise extreme caution before any hiring, but in exercising that caution, look for opportunities to make strategic investments where it seems like those investments have potential to yield positive returns for fundraising.
Seconded by Lee
Vote: 13 For, 1 Against

b. FY2018 preliminary year-end report (Coval)
Coval reported that FY2018 may not end at break even, but a surplus of funds in some programs will roll forward into FY2019.

c. Investment and endowment fund report
Coval reported that performance of CH investments was down in October. Some under-performing high-cost bond funds were sold, netting about $64,000 which is currently held in a cash fund at Schwab until it is reinvested with the help of CH's Schwab investment advisor.

d. Other
Coval anticipates the possibility of cash flow issues and funding gaps, as FY2019 NEH funds have not yet been approved.

12. NEH Site Visitors Report
Dahlin reported that the NEH Site Visit report has been received. CH cannot suggest changes in content, but is able to offer factual corrections. She said the site visitors considered the Board's Blue-Sky initiative to be a thorough self-examination. Coval shared appreciation that the site visitors took their responsibility seriously. She said the report was positive overall. Nelson felt that more importantly, it was fair. It acknowledged what CH is doing well, and identified areas needing improvement. He noted a misunderstanding of the geographic diversity of CH programs. Discussion followed. Coval will send corrections to NEH.

13. Other business
There was no other business.

Adjourned.

The Board of Directors Minutes have been signed and approved on this 2nd day of March, 2019.

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