

**Colorado Humanities Board of Directors Meeting
December 7, 2019
Holland & Hart, LLP, Denver**

Meeting overview and materials

Board business (page 1)..... Agenda, Minutes
Chair's report (page 1)
Executive Director's Report (page 2)
Nominating Committee (page 3)
Program Committee (page 3)..... Program Status Update, Program Evaluation Template
Marketing update (page 6)
Development Committee (page 6)..... FY19 & FY20 Fundraising Goals and Status
Finance Committee (page 7).....Financial Statement 08 31 19

Actions taken

- Approval of the agenda (page 1)
- Approval of the September 21, 2019 Board meeting minutes (page 1)
- Approval to revise the Investment Policy (page 8)

Assignments/Directives

- | | |
|--|-------------------|
| ☐ Contact Coval regarding interest in Humanities on the Hill (page 3) | Board |
| ☐ Submit bios for potential board candidates (page 3) | Board |
| ☐ Research state districting rationales (page 5) | staff |
| ☐ Apply evaluation template to all programs (page 5) | Jones |
| ☐ Report on M.O.s met in FY19 & goals for meeting them in FY20 (page 5) | Jones, staff |
| ☐ Continue to pursue fundraising ideas (page 7) | Board |
| ☐ Redistribute Schwab funds (page 8) | Coval, Ballantine |
| ☐ Revise investment policy (page 8) | Finance Committee |
| ☐ Review auditor proposals (page 8) | Finance Committee |

Next meeting

March 7, 2020
Holland & Hart, LLP
555 17th St. #3200, Denver

**Colorado Humanities Board of Directors Meeting
December 7, 2019
Holland & Hart, LLP, Denver**

Present: Bentz, Best, Garcia, Holden, Keith, Koehler, Lee, Mason, Miller, Philpott, Tate

Absent: Ballantine, Dahlin, Cordova, Hurley, Nelson, Schincke

Staff: Coval, Albright, Jones, Tucker

1. Welcome and icebreaker (Tate)

Tate welcomed the Board and asked everyone to share what type of superhero they would be.

2. Approval of agenda (Tate)

Motion by Koehler to approve the agenda.

Seconded by Lee

Vote: Unanimously approved

3. Approval of minutes of the September 21, 2019 Board meeting (Tate)

Motion by Philpott to approve the minutes of the September 21, 2019 Board meeting.

Seconded by Keith

Vote: Unanimously approved

4. Chair's report (Tate)

a. Board members' recent activities

Tate thanked individual members for their recent activities:

- Mason for contributing an evaluation model for use by staff and Program Committee.
- Cordova and Holden for meeting with staff to formulate a media marketing plan.
- Ballantine for committing to fund the marketing effort.
- Nelson and wife Dana for hosting a birthday party where they requested contributions to CH in lieu of gifts.
- Cordova, Keith and Tate for attending the National Humanities Conference in Hawaii.
- Cordova and Holden for working on plans for a casino night fundraiser.
- Holden for facilitating a meeting with CoBank to discuss support for Museum on Main Street.
- Lee for writing a fundraising letter and distributing it to her network.
- Koehler for offering to help promote the Pueblo Veterans Writing program, and advising on the investment policy and management of investment funds.
- Best for participating in a High Plains Chautauqua community meeting.
- Miller for conducting a Facebook fundraising campaign.

b. Conflict of interest matter

Coval reported that a discussion in the Marketing Committee resulted in plans for the production of videos to be used for CH marketing and to promote brand awareness. CH received proposals from Cordova and Holden on behalf of ReelPositive which Cordova owns, and GroundFloor Media where Holden works, that included a combination of paid and pro-bono services. Coval explained that accepting the proposals would create a conflict of interest for Cordova and Holden, and compliance issues with NEH.

The Executive Committee had discussed the concern that CH could not enter into the agreements proposed. Holden abstained from the Executive Committee decision. The Executive Committee and staff will explore an alternative arrangement.

5. Executive Director's report (Coval)

Coval thanked Tate for attending the National Humanities Conference, facilitating a plan for Black History Live and Young Chautauqua fundraising efforts with Delta Eta Boulé, and for planning to host a D.I.N.E. in March.

a. National Humanities Conference report (Coval, Tate, Keith, Jones, Coval)

Coval reported that the National Humanities Conference, a joint gathering of the National Humanities Alliance and the Federation of State Humanities Councils took place in early November and was well attended. Coval said the joint conference adds breadth to the content offered. She sent the conference brochure around the table for the Board to see.

Attendees learned that the Chairman's initiative "A More Perfect Union" will focus on the 250th anniversary of the Declaration of Independence, but takes a broad view. A regional group is looking to produce corresponding content on the rural west. Miller suggested coordinating concurrent programming celebrating Colorado's 150th anniversary of statehood.

Coval said she attended sessions on compliance and requirements for granting funds. She was able to identify state councils with strong sub-recipient programs, and will consult with them for advice. She also learned that the Federation of State Humanities Councils is collecting donations for an endowment fund in the name of retiring president Esther Macintosh.

Host councils arranged a session that featured a person who was a child during the attack on Pearl Harbor, and a local tour talked about the character of the area before the bombing.

Tate said she attended sessions on fundraising and technology. She said the conference is a good opportunity to see a bigger picture of what CH is a part of, and what other states are doing. She enjoyed an event that focused on the culture of Hawaii and the island territories.

Keith said the theme "Roots to Routes" combined the local sense of place with the rich seafaring history of the culture. Her favorite session explained a program that helps

veterans connect with their emotions by using Shakespeare. It was so moving that Keith is inspired to help bring CH's veterans writing program to Routt County.

Jones reported that she attended sessions on evaluation, diversity and equity, and a marketing session during which attendees discussed determining the impact of online marketing.

Cordova will be given the opportunity to share in the March board meeting.

The next National Humanities Conference will be November 2020 in Indianapolis, IN.

b. NEH funding update

Coval reported that the current continuing resolution (CR) goes through December 20th. She anticipates CRs into February, when Congress is expected to pass an omnibus bill. The Senate has approved \$167.5 million for the Interior Appropriations bill, and the House has approved \$157 million, increases of 3 million and .5 million at the national level respectively. The House and Senate must reconcile the approved figures before a bill can be passed.

Best asked about plans if there is ever a significant reduction of NEH funding. Coval shared CH's response to funding cuts in 1994. The response is very individualized, as local councils have such differing funder profiles. Some councils receive state funding, however, the majority are heavily dependent on NEH funds. Coval said Mellon Foundation is increasing its interest in the state councils, and CH is developing new relationships with private funders.

c. Other

Humanities on the Hill, March 3-5, provides the opportunity to advocate 2021 budget support for humanities councils. Interested board members are to contact Coval.

6. Nominating and Governance Committee (Tate)

Tate reported that there are two appointed board positions and one elected position open. The Nominating Committee is researching several candidates, some in the Committee's target geographic areas of interest, including Grand Junction, Ft. Collins, and Alamosa. Tate asked the Board to submit biographical information for any candidates they may suggest.

7. Program Policy and Evaluation Committee (Philpott)

a. Program update and status report (Jones)

Jones updated the board on program activities in the last quarter. Of note:

Speakers Bureau is on the CH website. Outreach to schools, social agencies, and local government in counties where CH has not recently offered any programs was made. There was no response. Outreach efforts will continue and will expand to other counties.

Motheread/Fatheread Colorado Program Coordinator Debbie Butkus will leave the position on December 18th. Staff will conduct interviews with candidates next week.

Veterans Writing is currently being offered in Pueblo and at Mt. Carmel Veterans Service Center in Colorado Springs. The Mt. Carmel workshops are in expressive writing, and the Pueblo workshops are modeled on the Denver Veterans Writing Program. Help is needed to build local participation. Keith facilitated a \$5,000 gift which will be matched by Steamboat Creates to bring the program to Steamboat Springs, Rio Blanco, and Craig.

A new offering in Resources: History features MaryJane Bradbury portraying suffragist Jeannette Rankin. A tour is in the planning process.

Colorado West Chautauqua in Grand Junction raised the ticket price to \$9.50. Attendance was up by a couple hundred. Jones hopes for a more concerted planning effort from local partners in 2020.

Traffic on the Colorado Encyclopedia website was up 20% with almost no effort. Coval will meet with the Governance Committee to discuss CH's role moving forward.

Coval said the Five States Film principals recently met. Patty Limerick is the lead scholar. They are assembling an advisory committee of five people from each of the five states, including scholars and non-scholars who have a particular familiarity with their region. There will be a second meeting to discuss the strongest representatives.

Submissions for Colorado Book Awards are due January 6th. There are 168 entries so far. Jones plans to create an appeal to boost diversity among entrants. A Romance category is included this year. In response to an author survey showing 74% wish to know the results before the awards presentation, Jones described a change in the format. Winners will be notified in advance of the celebration, but will still be recognized and read from their book. Discussion followed. The Board expressed strongly their preference for the original format. It was decided that the winners will not be notified prior to the celebration as was proposed.

Information has been gathered for the High Plains Chautauqua revisioning process through input from several community meetings. Meeting attendees rated the value of past program elements and offered new ideas, reviewed the scored input, defined new goals, and signed up for committees. The community directed goals are as follows:

1. Increase the visibility of Young Chautauqua both within and outside of High Plains Chautauqua. One way is to engage more schools. Best suggested collaboration with a network of school superintendents.
2. Increase audience diversity to include a broader range of ages and ethnicities, possibly by resolving the issues that prevent live-streaming the scholar presentations.
3. Connect a historical theme to contemporary issues, or a historical issue to contemporary themes.
4. Expand marketing.
5. Review and consider changing the format to meet the above goals.

The first program planning meeting will be held December 10th. More committee volunteers are needed.

b. Board members' reports

Mason reported on History Live! Durango. She said there were 1,655 in attendance across 30 programs. Participating groups reported larger audiences than were anticipated. There were two Chautauqua programs in schools during the week, and five adult programs. All received positive response and feedback indicated that more Chautauqua programs are desired.

Mason said the Southwest Colorado Humanities Roundtable met December 3rd to begin planning for 2020. History Live! is branded, but there is no requisite theme. She shared the outreach document that was created to encourage participation in the Roundtable, and will send the Board a digital copy. The provost from Fort Lewis College, the executive director of the Mancos creative arts district, and the director of the Ignacio Public Library have recently joined the Roundtable, so the entire county is represented.

Mason shared Ballantine's idea to present the humanities roundtable model to other communities (e.g. Walsenburg) with the offer of complementary programming provided by Colorado Humanities as incentive for local groups to collaborate with one another. Philpott suggested outlining key elements that make the roundtable work.

c. Counting and mapping FY2019 programs (Jones)

Philpott noted that geographic diversity is one of CH's major goals. A clear definition is needed for the purposes of tracking program distribution and evaluating CH's reach.

Mason suggested looking to outside rationales for dividing the state by districts, and adapting them for CH planning and analysis purposes. Possible models are those used by BOCES, the defunct Regional Library Service System, or State Board of Tourism regions.

Discussion followed. Key points:

- A three-year look is a better reflection of the scope of CH programs, since the size of the budget prevents it from being able to cover the whole state in one year.
- A heat-map of counties would be more helpful than individual program event points.
- Staff limitations reinforce the need for regional humanities networks, but evaluating CH reach becomes more difficult when other organizations are doing the program implementing. It will be critical to provide CH funders evidence of collaboration.
- Grants facilitate a local connection.

d. Program evaluation template (Mason, Jones)

Mason presented the program evaluation template she and Jones have designed. It is based on a logic model used by the Library Services and Technology Act. She explained that it is an outcome-based way of analyzing what effect a program produces with the federal funds it uses. It details the questions that must be asked prior to implementation of

a program, and those that must be answered during evaluation. Mason's example used Living History Portrayals but the template can be applied to all CH programs.

Mason explained each step, and allowed time for comment and discussion. Jones will apply the model to all CH programs, starting with Veterans Writing.

e. Other

Tate asked for a report at the March board meeting explaining how the Major Objectives were met in FY2019, and CH goals for meeting them in FY2020.

8. Marketing Update (Holden)

Holden said he had made an evaluation of 2019 marketing efforts including both earned media (unpaid media exposure) and social media and has identified opportunities for 2020. Broadcast media and The Colorado Sun were not included in the report.

Holden reported a near 40% increase in earned media hits from 2018 to 2019. Peaks were experienced in February, August, and September. Programs that garnered earned media were Black History Live, Veterans Writing, Colorado Book Awards, Poet Laureate, Living History in Greeley, Durango, and Grand Junction. Weld County generated the most hits as the HPC marketing committee works on publicity throughout the year. Holden noted that the Southwest Colorado Humanities Roundtable generates good publicity in Durango.

Holden reported a big spike in publicity value in September as a result of two stories in the Denver Post surrounding William Wei's appointment to State Historian. The stories mentioned his work with Colorado Encyclopedia. Marketing efforts experienced great year-over-year growth, comprehensive program coverage, extensive cross-state reach. There are opportunities to grow in southern Colorado and in metro Denver.

Holden shared tips on improving Facebook content, such as slowing the frequency and providing more engaging, higher quality posts once a week. He noted that CH competitors are not other non-profits, but are social media content providers. Twitter impression doubled and clicks and re-tweets almost doubled. CH's Twitter presence can grow with improved content creation, live-tweeting, mention of multiple partners, and re-tweeting partner-generated content. Jones noted that CH has just opened an Instagram account and is building followers. Holden will share the PowerPoint presentation with Board and staff.

Holden detailed the plan for the upcoming video project. Three videos will be produced focusing on CH stories surrounding Motherread/Fatheread Colorado, Veterans Writing, and Latino Heritage Live. The 2-3 minute videos will be broken down into 12-15 second snippets for social media distribution. CH will distribute the content, initially by targeting 12,000 email addresses made up of CH mailing list contacts and Facebook look-alikes. Eventually, the snippets will be compiled into a brand video that provides an overview of CH.

9. Development and External Affairs Committee (Holden)

a. Fundraising status report

Tucker reviewed the FY2019 year-end status and offered to answer questions. She reviewed the FY2020 fundraising goals and status. \$1,935 has already been received toward the annual fund from Board and staff. She explained how soft credit from facilitated donations is applied toward Board obligation.

b. Annual appeal plans

Tucker said 2,000 annual appeal letters and 1,000 year-end greeting postcards will be sent to donors this week. She brought copies of the letter and encouraged board members to take some, write a personal note and send them to their own contacts. A dedicated letter for High Plains Chautauqua will probably be sent in February or March.

Tucker mentioned Colorado Gives Day which will be on December 10th. She said the typical CGD donor is CH Board, staff or board alumni. Holden said Colorado Gives Day is oversaturated and he recommended not expending much effort on that particular campaign. He suggested a Facebook appeal that would launch the day after Colorado Gives Day, as year-end is the time when people are inclined to give. He plans to gather Facebook data to see who from CH's list of 15,000 respond. That information will indicate what type of look-alike Facebook users should be targeted with CH marketing efforts.

c. Board giving report

Holden reported that final FY2019 Board giving totaled \$28,000. 13 of 17 board members had made pledges. Of those, one fulfilled and 12 surpassed their pledges. Included are funds brought in from Nelson's 50th birthday party and Miller's Facebook campaign. Holden encouraged 100% participation in FY2020. Four board members have yet to make their FY2020 pledge.

Holden reminded the Board of an increased obligation for FY2020 that requires an additional give/get of \$300 per board member. Tucker said 11% of the total FY2020 board giving goal has already been raised

d. Board report on activities supporting fundraising

Tucker again thanked Tate, Miller, Nelson, Mason, Ballantine, Holden, Cordova and Lee for their recent fundraising activities. She reported efforts to be more creative in fundraising efforts. Miller, Holden, and Bentz are willing to provide help to any board members who are interested in conducting a Facebook campaign.

Miller shared plans to host another author event this time featuring Toni Tipton-Martin and her cookbook *Jubilee*, celebrating 200 years of African American cooking. He is planning for June, and envisions providing catered box lunches, but will need to find a venue.

Tate said the Delta Eta Boulé fundraiser will feature Charles Pace as W.E.B. Du Bois and potentially will also take place in June.

e. Break-out groups for fundraising activities

In order to stay on schedule, this brain-storming activity became a full group discussion. Jones said at least \$5,000 is needed for Black History Live.

Holden distributed a list of businesses to target for Black History Live funding. Board members were asked to review the list to determine if they know and could facilitate an introduction to anyone connected with those businesses. Koehler suggested approaching banks in the communities asking for the program.

10. Finance and Infrastructure Committee (Coval)

a. FY2019 financial status

Coval said the August financial statement, which was discussed at the September board meeting, is the most recent statement that has been received.

She said the FY2020 budget was balanced using projected FY2019 year-end figures, and included applying \$35,000 - \$38,000 in reserve funds that had been carried forward from previous years. Coval has implemented additional cost-saving measures. \$2,500 - \$2,800 will be saved by ending the lease on the current photocopier one year early, and leasing a new machine from a different company. Staff are in the process of renegotiating the postage meter lease, and leased storage space will be scaled down, hopefully in December, to potentially save \$500 - \$1,000 per year.

b. Investment and endowment fund report

Lee reported that there is \$331,000 invested with Schwab and an endowment of \$46,000 at Community First Foundation. She said there has been no significant change since the September board meeting.

Coval reported that Koehler had recommended changing the distribution of funds invested with at Schwab from 40% stock and 60% bonds to 60% stock and 40% bonds so that growth is not limited. Efforts to limit risk will still be in place, as the investments are operating reserves. Coval and Ballantine will buy and sell to achieve the new proportions.

c. Investment advisor update

The Finance Committee learned that CH does not have enough investment funds to be managed by a larger investment firm. Representatives at Schwab are no longer allowed to provide any counselling. Koehler recommended not changing to an externally managed fund model, but for the Finance Committee to continue to provide management and conduct quarterly reviews.

d. Investment policy revision

Motion on behalf of the Finance Committee to revise Colorado Humanities' Investment Policy to reflect the new distribution ratio of stocks and bonds.

Vote: Unanimously approved

e. Selecting a new auditor

Coval reported that Jim Davis of Davis and Co. CPAs P.C. is preparing to retire and will not be available to conduct CH's 2019 audit. Coval has drafted a request for proposals (RFP) that must be submitted by candidate companies by January 10th.

Six accounting firms have been identified to receive RFPs, but Coval would like a few more. The Finance Committee will meet on January 14th to review the proposals. Fieldwork should be complete by March, and the audit will be returned to CH by May for presentation at the June board meeting.

11. Other business

There was no other business.

The Board of Directors Minutes have been approved by the Board, and signed on this 16th day of March, 2020.

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