CWAM BOARD MEETING MINUTES
Friday, December 9, 2016 / Boulder, Colorado

BOARD MEMBERS PRESENT: Katy Lewis*, Michelle Bahe *, Brooke Gladstone*, Britt Scholnick*, Isabel Tovar*, Beth Kaminsky*, Jessica Brunecky, Caitlin Mans, Bethany Williams, Heather Thorwald, Karen Dropps, Sarah Saxe, Hope Saska, Alison Salutz, Angela Beenken* (over the phone)


CALL TO ORDER: The meeting was called to order at 1:06 pm by President Katy Lewis.
Roll call and greetings.

DISCUSSION OF MINUTES:
Minutes from the September Board meeting in Cheyenne, WY are attached. Please review them. Motion to approve from Brooke Gladstone, second from Britt Scholnick. All approve, motion passed.

OFFICER’S REPORTS:

PRESIDENT: Katy Lewis reported: Thank you for all of your hard work in your new CWAM positions, especially as we get closer to the Annual Meeting!

VICE-PRESIDENT: Katie March: No new report.

SECRETARY: Isabel Tovar:
Due to lack of quorum at the CWAM Board Meeting in Cheyenne, Wyoming, President Katy Lewis requested an email vote on September 28, 2916 to approve the following. Both were approved by a majority of the Board on October 7, 2016:
- Minutes from the August CWAM Board Meeting held in Greeley.
- CWAM 2016-2017 Budget
TREASURER: Michelle Bahe reported:

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**Colorado-Wyoming Association of Museums**

**Fiscal Year 2016-2017**

**December 1, 2016**

**Operating Expenses:**

<table>
<thead>
<tr>
<th>Category</th>
<th>Budgeted</th>
<th>Expended</th>
<th>Remaining</th>
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<td><strong>Total Expenses:</strong></td>
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<td><strong>$2,237.53</strong></td>
<td><strong>$39,628.27</strong></td>
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## Colorado-Wyoming Association of Museums
### Fiscal Year 2016-2017
#### December 1, 2016

### Revenue:  
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<th>Anticipated</th>
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<td>Vendor Booth Rental</td>
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<td>Break Sponsorship</td>
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<td>Keynote/Annual Meeting Sponsorship</td>
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<td>Program Advertisement</td>
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<td>Interest Income</td>
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<td><strong>Total Revenue:</strong></td>
<td><strong>$41,513.00</strong></td>
<td><strong>$1,606.25</strong></td>
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</table>

### Expenses:  
|                        | $41,865.80   | $2,237.53 |

### Balance Revenue vs. Expenses:  
|                        | ($352.80)    | ($631.28) |

### Assets:  
|                        | $25,027.67   |
| Savings Account Balance: | $13,225.79   |
| Checking Account Balance: | $4,007.12    |

### Total Assets:  
|                        | **$42,260.58** |

Respectfully Submitted:

Michelle Bahe  
Treasurer
COMMITTEE REPORTS:


HISTORIAN/ARCHIVIST: Ronda Frazier: I purchased the portable hard drive on which to store CWAM records and mailed my receipt to Michelle for reimbursement. It is a My Passport, 1 TB drive which cost $64.49 total ($59.99 + tax). I will label it as CWAM property (in case I get hit by the beer truck some day on my way home and you have to retrieve it : ) ) and will transfer all the records, photos, and email that I have been storing on my work computer to it soon. Brooke G. and I will work out a plan for storing our electronic records on it as well.

NOMINATIONS: Open positions on the CWAM board in April 2017: Please spread the word and let Katy know if you know someone who is interested!
Colorado State Rep 2017-2019 Beth Kaminsky will not be able to continue after finishing Katie H.’s term.
Colorado Director-at-Large 2017-2020: Karen Dropps will put her name in.
Wyoming Director-at-Large 2017-2020

Within the board, the following positions for elected board members will be open in 2017, if anyone would like to change positions or knows someone who is interested:
President: (Katie March?)
Vice-President/Advocacy Team Leader: (Nick Neylon?/Caitlin Barrett?)
Annual Meeting Team Leader: (Karen Dropps?)
Treasurer:
Secretary:

MEMBERSHIP CHAIR: Alison Salutz reported: The membership totals for the following reports do not include exact numbers for two-year memberships due to the difficulty in correlating the numbers in a consistent fashion.
- If we would like to change membership dues, we will need to vote during this meeting.
- We also need to create a plan and elevator pitch for calling lapsed or prospective members during the February 2017 CWAM meeting.
- We should also discuss a marketing methods to promote information to our members (e-blast, style guide, marketing process, basic marketing plan – monthly needs for messaging)

April 2016: 275+ approximately 36 two-year memberships
August 2016: 270
November 2016: 262 total members
September 2016: 274 total members
SERVICES TEAM LEADER: Rebecca Hunt reported:

COOPERATIVE PURCHASING: Megan Huelman reported: The Co-Op team has put together bid proposals for the vendors based on the new items suggested by members. The vendors have sent back their bids and the Co-Op team is in the process of plugging those prices into the Co-op List. They will be proofing and checking all the product codes and prices in the next month and will provide a list to members starting in January of 2017. If you have any questions, Megan Huelman, Co-op Chair, can be contacted by email at curator@broomfieldveterans.org. Thanks!

EMK (CO/WY): Sarah Saxe: The recently recalibrated Wyoming EMK was loaned out to Heather Thorwald at the Longmont Museums on October 7th, with a loan period lasting until November 7th. Heather requested an extension, paperwork was amended, and the EMK is now scheduled to be returned to Sarah Saxe at the CWAM board meeting Friday, December 9th in Boulder. She will go ahead and send the CO EMK for recalibration given that there is money in the budget to do so.

CWAM GRANTS: Brooke Rohde and Anne Amati: Nothing to report.

EMERGENCY PREPAREDNESS CHAIR: Rebecca Hunt reported: Nothing to report.


CWAM PEER ASSessor PROGRAM: Heather Thorwald reported: I assumed the role of CWAM Team Chair for this program in October. On November 29, we held a web meeting with the current assessors to discuss process, forms, and training. I am currently gathering final feedback from assessors on the process and forms, and I hope to have them ready for final CWAM Board review and approval later this month. Once approvals are complete, we will be ready to relaunch the program.

I want to make the Board aware that the Institution Site Visit Agreement contains indemnification language that may be problematic for institutions in Colorado that are part of state or local governments. Under Colorado law, these institutions may be unable to indemnify another party, and therefore would not be able to sign the agreement. I would like some guidance from the Board regarding next steps if/when we run into this situation.
Indemnification discussion: will look into other language to remove the indemnification language.

Regarding training, I will be working with current assessors to propose a workshop session for new assessors at the Annual Meeting in April. The workshop would be an introduction to the program, followed up by a series of web-based training sessions and shadowing opportunities. We will continue to develop this curriculum in the coming months.

Greenwood Fund grant came through from $1500. Best approach sounds like bringing the money in to CWAM using the CWAM Grants model. Money will be paid from CWAM to the institution that will then pay the assessors.

Katy Lewis:
DPLA (Digital Public Library of America) and the Colorado Department of Education is working with organizations wanting to put digital material online as part of the Colorado hub. They would like CWAM to help spread the news about this project and to sign up to participate. Seven organizations in CO are already working with DPLA for the next eight months, then they would like to expand. Within next year or so, administrative board is coming together. Britt Scholnick will be the representative from CWAM and Colorado. They would like to have a representative from Wyoming as well so if anyone is interested/able to participate please let Katy know. **Katy will send list of the current seven institutions that are working on this project.**

**PROFESSIONAL DEVELOPMENT TEAM LEADER:**  Angela Beenken reported:

**COLORADO & WYOMING WORKSHOPS:** Angela Beenken reported:
On-Site - Currently, the plan is to host the Social Media workshops in the fall of 2017. Brooke Gladstone and I are working on this will have updates prior to the Annual Meeting. Discussions are also being held on the logistics of hosting an oral history workshop, potentially in mid-June 2017 with Barbara Allen Bogart in Longmont.

Online – Valerie Innella Maiers has located a prospective student that may provide CWAM with our first online student presentation to upload to the website. I am proposing a goal of uploading the presentation by the Annual Meeting so that the announcement can be made at that time. Can we do Powerpoint – changed up to PDF to protect. Possible Creative Commons to allow for online publication.

**ACADEMIC LIAISON:** Valerie Maiers reported: I would like to report that the MPMA Emerging Museum Professionals sessions were quite successful and I believe the CWAM efforts in this area are fruitful as well. Katie's session on resumes was interactive and engaging last year and we should continue. MPMA separated the EMPs into new professionals and mid-career and had sessions for both. There were about 20 faces average at each of those sessions. With Patti Finkle and a couple other mid-career folks, we offered resumes for "new EMPs"; how to dress for interviews; talks with museum directors on hiring and potential internships, positions, and how to get them; etc. I will have a Survival Guide prepared for Board review in the beginning of the next semester. I plan to bring at least one student to CWAM this year too.

**MENTORING PROGRAM:** Bethany Williams: Sarah Saxe set up a couple of meet ups in Northern CO, however due to weather not too many people were able to come. Tonight will be at Taco Junky after the Board meeting.

**FELLOWSHIP PROGRAM:** Caitlin Mans reported: See appendix I.

**ADVOCACY TEAM LEADER:**  Katie March reported: We are putting together some new stuff for Advocacy Days in both CO and WY. We will hopefully have dates to you soon. Sorry to miss you all this meeting!

**COLORADO STATE REP:** Beth Kaminsky reported: The MPMA conference seemed well attended, the organization is currently searching for an executive director to replace Monta Lee Dakin, and the conference will be in Denver (west near the Federal Center) October 15–19, 2017 - the theme is "Western Altitude / Western Attitude' - This theme will focus on the ways museums interact with the environment (altitude) and the spirit (attitude) of our region and museum community" - they are accepting session proposals now through January 13.
**WYOMING STATE REP:** John Woodward reported: Fall has arrived in Wyoming and winter is soon to darken our door. That means visitor numbers are dropping at Museum across the Cowboy State. Wyoming continues to plow through a recession. Sales and use tax collection is down 15% YTD compared to last year. The lodging tax is up 3.5% over last year YTD. However many counties are down by double digits. The State’s Economic Analysis Division is reporting that the recession is leveling off, but signs of growth aren’t on the horizon. The upcoming Legislative Session will be very important to museums across the State, particularly those operated by the State of Wyoming. It will make Wyoming Museum Advocacy Day very important.

I attended the MPMA Conference in Oklahoma City. Overall the conference was well attended despite having to relocate from the initial conference site in Norman. While I don’t have specific numbers, the conference appeared to be well attended. The only major complain was the cramped nature of the hotel. At the MPMA Board Meeting there were several key business items to report. First Monta Lee Dakin, the MPMA Executive Director, formally announced her retirement/resignation. Monta Lee has been with MPMA for 15 years. She will stay on for the next year to help her replacement learn the ropes and see them through the Denver conference. Also MPMA is working on a project for retired museum professionals through a grant from IMLS. Mid-Winter Meeting is scheduled for early February in Denver. The next MPMA Conference will be in Denver. (I would suggest CWAM consider hosting a breakout session or something similar at next year’s conference.) Bethany will look into coordinating a meetup.

New Briefs:  
The Children’s Museum of Cheyenne is continuing their campaign for a new building in downtown Cheyenne. The CMC has raised $3 million of the $20 million needed, but they faced a setback following the November elections. A ballot initiative for a four year quarter-cent sales tax for the Museum failed to get a majority. It was pretty close.

The Wyoming Veterans Museum in Casper, Wyoming is facing severe budget and staff cut backs at the end of the year. Operated by the Wyoming Military Department, the WVM is located on the grounds of the WWII era Casper Air Base at the Natrona County International Airport. The WVM’s two staff positions are being cut and replaced with a ½ caretaker/groundskeeper at the end of December 2016. It is likely the WVM will be closed in 2017.

**COLORADO LEGISLATIVE AND TOURISM CHAIR:** Caitlin Barret reported: We have secured DMNS for Advocacy Day again! We are working on finalizing a date now.

**WYOMING LEGISLATIVE AND TOURISM CHAIR:** Nick Neylon: Nothing to report.

Break 2:52 – 3:17pm

Membership discussion

After evaluations with the membership and research with comparable institutions, proposed changes listed below:

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<th>Before</th>
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</thead>
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</tr>
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<tr>
<td></td>
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<tr>
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Will look at September 1, 2017 initiation of above structure with disseminating information to membership at the April annual meeting.

Review these numbers and the Board will vote on the above changes at the February meeting.

**ANNUAL MEETING TEAM LEADER REPORT:** Britt Scholnick and Jessica Bruneyooky reported: The conference hotel in Greenwood Springs has been sold and the new owners are closing the hotel & renovating for the next year. We were unable to find a different location where we could hold sessions in Glenwood Springs. It is likely that the location will change to Boulder. Additional updates will be given in person by the annual meeting team.

Hotel: Millenium, 30 minutes walking  
Transportation: Public transit, should also look at buses
Conference: CU Boulder, buildings all in line and easy to access UMC, CUAM, CUMNH
Expecting c.200 people

• Updated P&P and checklists (Did people have a chance to review?). Katie March will be in charge of any changes. Isabel will send out current copy for review. Please send Katie any changes/issues. We will vote on the Annual Meeting changes at the next meeting.

LOCAL ARRANGEMENTS: Britt reported: see above

PROGRAM CHAIRS: Jessica Brunecky: see above

SCHOLARSHIPS: Nothing to report.

VENDORS AND SPONSORSHIPS: Karen Dropps: At MPMA 2016 I was able to get a list of 15 new vendors who are interested in our conference. I am waiting on final details to send out letters and emails to get confirmation from different companies. Karen will communicate with the Vendors to let them know about the changes.

Registration pushed back to February 1. February will be early bird rate, then March will be regular rate.

Gillette Wyoming
On October 19 I went to Gillette, Wyoming to scout the location for 2020. I visited several museums as well as the Camplex where the main conference could be held. I will have a PowerPoint presentation ready for the board meeting with photos and a video of the different venues. Overall the area is a great place for a conference. It would be a bit different set up then we are used to, but could make it work.

COMMUNICATIONS TEAM LEADER: Brooke Gladstone reported: The Canva platform has been approved for non-profit status. It's a great online webtool to help design graphics for social media or other marketing purposes. If anyone needs access or is interested in using the tool, please let me know.

WEBSITE CHAIR: Brooke Gladstone:

SOCIAL MEDIA/MARKETING: Brooke Gladstone reported: I've developed a submission form for social media, eblast content, and job postings. The form inputs the information into a spreadsheet and will help keep things a little more organized for content submission. I will update our website and post the link on social media in the upcoming weeks and try to transition to this new process. http://bit.ly/2h4KmkT

I would like to develop a CWAM communications calendar to strategize messaging and communications. I'm hoping to have a discussion with board about our main messages that we need to coordinate (ie: Annual Meeting, Advocacy Day, Grant deadline). I'm hoping to collect all important dates to develop better coordination of all communication platforms.

Onsite registration: $270

Communication
January: session proposals (2), scholarships (2), registration, peer assessment program
February: AM early bird registration, Board meeting, Wyoming meet up, CO/WY and national Advocacy Days
March: registration, nominations deadline
April: paper registration for workshops, AM registration closes, CWAM grants (2), mentorship, membership changes
May: workshop registration for June oral history workshops (2), peer assessment program, submit material to the Archives from AM
June: Board meeting WY Gillette/meetup, membership changes
July: social media workshop registration, Emergency Preparedness
August: social media workshop, membership changes, grant reports/awards announced
September: CO Board meeting/meetup, Budget/minutes – update on Board activities, Co-op
October: MPMA meetup in Denver, session proposals
November: WY Board meeting/meetup
December: 2018 Annual Meeting session proposals


**E-BLAST EDITOR:** Kelly Rasmussen: no new report.

Style guide discussion will occur within a smaller group which will then be shared with everyone.

**NEW BUSINESS**

Next Meeting
- February in Wyoming. Doodle poll will go out but should be around WY Advocacy Day.

Brooke Gladstone motioned to adjourn. All in favor. Motion carried.

**ADJOURN:** The meeting adjourned at 4:56pm
Appendix I: **Colorado-Wyoming Association of Museums Fellowship Program**

To aid museums through the Colorado and Wyoming region, the Colorado-Wyoming Museum Association (CWAM) will establish a fellowship program. This program aims to serve all museums by creating a program to help facilitate fellowships for emerging museum professionals at small and/or rural museums throughout the region. This is important as these museums often are less likely to have trained emerging professionals approach them about to complete projects due to various factors including: rural location, size of museum, limited staff, and funding. Below is a proposal to establish this CWAM’s Fellowship Program.

In looking to create this program, we must address some initial challenges, particularly funding. As of 2016, CWAM does not have the resources to fund an internship or fellowship program. Because of this, the proposal is set up in stages.

**Application Process**

Applications will be reviewed by CWAM’s Fellowship Committee. Fellowships will be completed during a time period that the institution and the emerging museum professional can agree upon. To facilitate this, applications will be due early spring to ensure everything can be coordinated for the fellowship.

**Emerging Museum Professional** - Emerging Museum professionals applying for the fellowship program will be selected based on the following. An ideal candidate will have completed some advanced education or have other professional experience in museums.

- General Application
- Transcript
- Resume
- Essay

**Museum or Institution** - Museums will be selected on the following criteria. Ideally, the museum will have a need for an internship due to its location or size. Additionally, the museum will propose two to three potential projects that a fellow could work on. This will ensure that the fellow will receive a valuable experience to contribute to their professional development.

- General Application
- Essay
- Clear project or projects along with any other duties expected of the intern.

**General Guidelines**

In following best practices for fellowships, a set of guidelines will govern the program. At the start of each internship, a fellowship agreement will be established between the fellow and the museum with guidance from CWAM. Additionally, CWAM will have a contract with the museum to ensure the intern is provided valuable professional development experience. The following will be addressed in the internship agreements.

**Museum and the EMP**

- Number of hours worked per week or total hours to be completed
- Work requirements and expectations (hours, dress code, work conditions, etc).
- Mentorship
- Benefits (Professional development and money if applicable)

**Museum and CWAM**

- Professional development opportunities to the emerging professional
- Plan of the projects and duties to be completed by the emerging professional
- If applicable, how the EMP will be paid

**1-3 Year Plan**

During the first few years, CWAM’s fellowship program will focus on building interest in the program through initial fellowships and finding funding sources to grow the program. Our initial goals will be to facilitate two fellowships a year, preferably one in Wyoming and one in Colorado.
CWAM does not have funding to give a stipend to emerging museum professionals or provide funding for the museum. Because of this, we are going to focus on creating a worthwhile experience for emerging museum professionals with some possibility of earning some compensation. The following are ways we aim to help create a valuable experience for an emerging museum professional.

**Housing** - As many of these museums will be in rural areas, housing is a concern for participants. If possible, we will encourage museums to help locate housing for a fellow if the fellow is interested. This might include helping them find out about local housing resources, or providing lodging in some way. For example: A staff member or board member might have a spare bedroom or own a cabin nearby.

**Professional Development** - During the summer, CWAM will hold a professional development day for attendees either in Cheyenne or Denver. This day will include formal and informal opportunities to meet museum professionals and learn more about museums. Potential activities include: tours of local museum or historic site facilities, meetings with professionals, or possibly workshops.

**Mentorship** - Appropriate staff at the museum will guide the emerging museum professionals through informal and formal mentorship experiences, including on-site training, introductions to relevant staff, volunteers, and community members when applicable, and other opportunities to learn more about the profession.

**Potential Funding** - If funding allows, the museum is free to provide a stipend or hourly wage to fellowship participants. CWAM will help guide the museum as to how to include this in the contract as well as what is needed for tax purposes. Fellows will also be advised about other sources of funding, such as scholarships, to help fund their fellowship experience.

**CWAM** - During the initial few years, CWAM will serve as a consultant. It will advise both participants and museums as well as aid in the recruitment for participants. CWAM will also work to locate long term sources of funding for the program by focusing on grants and endowments.

**Review** - Efforts will be made to study the success of the fellowship program for both museum and emerging professional participants.

### 3-5 Year Plan

By three years, we aim to fund the fellowship program through a grant or temporary source of funding. With this financial support, CWAM will be able to provide financial support for emerging professionals to help offset costs of the internship, particularly cost of living. The program will continue to provide a well-rounded internship experience through mentorship and professional development opportunities. Each year, participants will be surveyed to access the effectiveness of the program.

### 5-8 Year Plan

By 8 years, the fellowship will have a permanent source of funding, enabling it to be financially solvent. This will enable the fellowship to continue to expand in one or more of the following ways:

- Greater stipend for participants
- Expand the program to support more museums and fellows per year
- Support professional development opportunities for participants such as training sessions or workshops, travel to visit other museums, etc.
- Provide museums with a supply budget for projects completed by fellowship participants

### Presentation Outline for Fellowship Proposal

By Caitlin Mans

1. **Goals in Establishing Program**
   a. Serve small and/or rural museums
   b. Provide opportunities for emerging museum professionals

2. **Application**
   a. Timeline
      i. Fellowships will be completed during a time period that the institution and the emerging museum professional can agree upon.
ii. **Question:** In the proposal, I include that application deadlines are in the spring. However, I think we should allow participants to be flexible in scheduling the fellowship. With this in mind, would a fall and spring application deadline be best? At the same time, having two deadlines per year would increase the amount of paper for both CWAM and for participants. Thoughts? **Single deadline in spring**

b. **Qualifications**

i. **Emerging Museum Professional** - An ideal candidate will have completed some advanced education or have experience in museums. Emerging museum professionals applying for the fellowship program will be selected based on the following criteria: Application, Transcript, Resume, and Essay.

ii. **Institution or Museum** - Ideally, the museum will have a need for an internship due to its location or size. Additionally, the museum will propose two to three potential projects that a fellow could work on. This will ensure that the fellow will receive a valuable experience to contribute to their professional development. Museums will be selected on the following criteria: application, essay, and purpose indicated by a clear project or projects.

iii. **Questions:** Who qualifies?

   1. How much experience do we want an emerging professional to have? Should they have at least some basic training in museums (i.e. previous internship and/or some coursework?). There is some potential they would be sent to a mainly volunteer run institution or a place that may lack professional knowledge.

     2. How do we determine institutional need? Do we base it on the number the size of staff, budget, location etc.? We want to reach museums in the most need, but we also do not want to exclude other museums, particularly as the program is being established.

3. **General Guidelines to ensure best practices**

   a. Contract and/or internship agreement between Museum and EMP

      i. Number of hours worked per week or total hours to be completed

      ii. Work requirements and expectations (hours, dress code, work conditions, etc).

      iii. Mentorship

      iv. Benefits (Professional development and money if applicable)

   b. Contract and/or between Museum and CWAM

      i. Professional development opportunities to the emerging professional

      ii. Plan of the projects and duties to be completed

      iii. If applicable, how the emerging museum professional will be paid

   c. **Question:** Should we have a general form that we create with guidance from a legal advisor or other professionals that can then be altered and used for the different participants? We want to make sure that both contracts follow professional best practices and ensure that we adhere to government regulations for internships.

4. **Future Plans**

   a. **1-3 Year Plan**

      i. Goal: Build interest and try to find funding sources. Ideally, we will facilitate two fellowships a year, one in Colorado and one in Wyoming.

      ii. Since we have no funding, we will aim to create a worthwhile experience for emerging museum professionals in the following ways:

         1. Housing

         2. Professional Development

         3. Mentorship

         4. Potential Funding

     iii. CWAM’s role

         1. Consultant

         2. Locate funding sources

     iv. Review success of program

   b. **3-5 Year Plan**
i. Have source of funding, even if temporary
ii. Continue to provide well-rounded experience and to review program

c. 5-8 Year Plan
   i. Secure permanent source of funding
   ii. Grow program in one or more of the following ways:
      1. Stipend
      2. Number of participants
      3. Professional development opportunities
      4. Supply budget for museums

d. Questions: Is there a way to make the program self-supporting? Could we make this program something other states would want to model?

5. General Questions and Comments from the CWAM Board