CWAM BOARD MEETING MINUTES  
Friday, August 5, 2016 / Greeley, CO

BOARD MEMBERS PRESENT: Katy Lewis*, Michelle Bahe *, Katie March*, Isabel Tovar*, Rebecca Hunt*, Angela Beenken*, John Woodward*, Britt Scholnick*, Katie Heidsiek*, Sarah Saxe, Bethany Williams, Ronda Frazier

BOARD MEMBERS ABSENT: Brooke Gladstone*, Caitlin Mans, Caitlin Barrett, Jessica Brunecky, Brooke Rhode, Anne Amati, Alison Salutz, Meghan Vickers, Kelly Rasmussen, Valerie Innella Maiers

CALL TO ORDER: The meeting was called to order at 1:11pm by President Katy Lewis.  
Roll call and greetings.

Sarah Saxe introduced Susan Kuznik from the Colorado Model Railroad Museum who joined us for part of the meeting.

DISCUSSION OF MINUTES:
Rebecca Hunt moved that the minutes from the April Board meetings in Casper, WY be approved. Katie March seconded. All in favor. The motion carried.

OFFICER’S REPORTS:

PRESIDENT: Katy Lewis reported: Updates to the CWAM Annual Goals. Goals for the past two years. We’ll go through updates first since many goals are addressed during the updates, but to capture them all in one place:

<table>
<thead>
<tr>
<th>2014-2015 Goals</th>
<th>Networking</th>
<th>Increase presence and visibility</th>
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</thead>
<tbody>
<tr>
<td>Increase Membership</td>
<td>Member to Member</td>
<td>Social Media</td>
</tr>
<tr>
<td>Membership Numbers</td>
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<tr>
<td>CWAM to Member</td>
<td>Workshops</td>
<td>Advocacy</td>
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<table>
<thead>
<tr>
<th>2015-16 Personal &amp; Team Goals</th>
<th>Networking</th>
<th>Increase presence and visibility</th>
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<tbody>
<tr>
<td>Increase Membership</td>
<td>Successful Annual Meeting</td>
<td>Use add’l funds for fellowships, etc.</td>
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<tr>
<td>Successful Annual Meeting</td>
<td>Add’l professional development</td>
<td>Increase social media (AM, etc.)</td>
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<tr>
<td>Maintain membership benefits</td>
<td>Tiered communication system</td>
<td>Build Wyoming advocacy network</td>
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<tr>
<td>Connect to academics / students</td>
<td>Newsletter contribution @ museums</td>
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<tr>
<td>Evaluate and re-define workshops</td>
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<tr>
<td>Liaise with MPMA (train co-op)</td>
<td></td>
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<tr>
<td>Potential peer assessor program</td>
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</table>

How did we do with last year’s goals? Post-It Note Activity.  
Five Golden Rules of Goal-Setting:  
1. Set Goals that Motivate You. WHY is it valuable?  
2. Set SMART Goals. Specific, Measurable, Attainable, Relevant, Time Bound.  
3. Set Goals in Writing.  
5. Stick With It!  
Discuss continuing one primary goal for each team.

VICE-PRESIDENT: Katie March: No new report.

Greeley, CO 5-6, 2016 CWAM Board meeting
SECRETARY: Isabel Tovar: No new report.
TREASURER: Michelle Bahe reported:

**Colorado-Wyoming Association of Museums**
Fiscal Year 2015-2016
August 1, 2016

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<tr>
<th>Operating Expenses</th>
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Colorado-Wyoming Association of Museums  
Fiscal Year 2015-2016  
August 1, 2016

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<th>Revenue:</th>
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<td><strong>Total Revenue:</strong></td>
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<td>Expenses:</td>
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<td></td>
<td><strong>$39,768.00</strong></td>
<td><strong>$27,996.56</strong></td>
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<tr>
<td>Balance Revenue vs. Expenses:</td>
<td>($5,128.00)</td>
<td>$1,201.33</td>
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**Assets:**

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<td>Checking Account Balance:</td>
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<td><strong>Total Assets:</strong></td>
<td><strong>$41,634.08</strong></td>
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Respectfully Submitted:

Michelle Bahe  
Treasurer
COMMITTEE REPORTS:

ADMINISTRATIVE TEAM LEADER: Katy Lewis: no new report.

HISTORIAN/ARCHIVIST: Ronda Frazier: no new report.

NOMINATIONS: Current open positions on the CWAM board:
Elected Wyoming-At-Large position (can be appointed through April 2018): Nick Neylon, Western Regional Manager with the Wyoming Dept. of State Parks & Cultural Resources, would like to be considered.

Katie March brought up preference that individual would need to be able to fully take on WY Advocacy. Katie March will call and chat with him to discuss. We will do an email vote once we determine that he is interested.

Appointed positions:
Co-Op: Need to move contact information to Rebecca Hunt until someone takes over.
Wyoming Advocacy possibility of Nick Neylon, see above.

Colorado State Rep will need to be filled. Katie H. will be leaving the region. Beth Kaminsky is willing to take over until next vote. Katie March made a motion to vote in Beth K into the CO State Rep. Rebecca Hunt seconded. All in favor, motion carried. Katie H. will send Isabel contact information.

MEMBERSHIP CHAIR: Alison Salutz reported:
Please see the attached Appendix I for the Membership Survey and Results. If we would like to increase the membership dues, we will need to vote this meeting or next. The membership totals for the August 2016 report do not include exact numbers for two-year memberships due to the difficulty correlating the numbers in a consistent fashion.

June 2015: 282
August 2015: 283
April 2016: 275
August 2016: 270 + approximately 36 two-year memberships

General discussion on Membership Survey. We do not need to vote today on changing the cost of membership at the September meeting. General thoughts: Organizations with budget below $50,000 were okay with $50, organizations with budgets about $50,000 were okay at $60, and corporations were okay with $80. Katy Lewis will send graphs and more information to everyone.
<table>
<thead>
<tr>
<th></th>
<th>JULY 2016</th>
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<th>APRIL 2016</th>
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<tr>
<td><strong>Colorado</strong></td>
<td>189</td>
<td><strong>Colorado</strong></td>
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<td>Individual</td>
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<td>Individual</td>
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<tr>
<td>Student/Volunteer</td>
<td>22</td>
<td>Student/Volunteer</td>
<td>24</td>
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<tr>
<td><strong>Wyoming</strong></td>
<td>69</td>
<td><strong>Wyoming</strong></td>
<td>73</td>
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<tr>
<td>Individual</td>
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<td>Student/Volunteer</td>
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<td><strong>Active Member Total</strong></td>
<td>270</td>
<td><strong>Active Member Total</strong></td>
<td>275</td>
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Greeley, CO August 5-6, 2016 CWAM Board meeting
ANNUAL MEETING TEAM LEADER REPORT: Britt Scholnick reported:

• 3-year Rotation Presentation
  98% completion rate. 73 from Colorado, 8 from Wyoming. Most attendees have only come to 0-1 CWAM annual meetings. Cost of attending was the most important factor. 75% were in favor of shift to focus on I-25 corridor. From August 21-22, 2015 Board Meeting, Katie March made a motion to discuss, Britt seconded motion. Motion is to institute plan of rotating annual meeting around such that every three years it is along the I-25 corridor. After general discussion Rebecca Hunt asked to table, Brian Briggs seconded, all in favor to table motion.

Discussion again brought up again at current meeting in light of research done by Britt. This is a guideline for the Board to follow. Motion: Institute plan of rotating annual meeting between three locations, Colorado, Wyoming, and a location along the I-25 corridor between Cheyenne and Pueblo. Britt Scholnick motioned, John Woodward seconded motion. All in favor, motioned passed.

Break 2:45-2:55pm

• Updated P&P and checklists (attached Appendix II, III, IV)
  Please review and give Britt feedback. We will vote on changes for the P&P later once everyone has had time to read.

• Glenwood Springs Updates
  • Contract (attached Appendix V).
  • Finalize conference dates, April 19-23, 2017
  • Timeline will need to be sorted out at next meeting:
    o Early Bird – Wed., Feb. 1 – Fri., March 31
    o Regular – Sat. April 1 – April
    o Proposals – Due Fri., Jan. 20th and notification by Fri., Feb. 3rd
  • Keynote - Bonfils-Stanton Foundation's President and CEO, Gary Steuer
  • 2017 conference theme: Discussion. Value of Culture, etc…
  • Budget (for next meeting)

LOCAL ARRANGEMENTS 2016: Rick Young and Michelle Bahe reported: The meeting was a success. We had 128 people attend the meeting, 101 full registrations, 12 daily registrations, 7 vendors and 8 guests. The demographic breakdown of the people attending the meeting was 69 from Colorado, 55 from Wyoming and 4 from other states (Kansas, South Dakota and Missouri).

Craig Johnson, keynote speaker and Tom Rea, plenary speaker were both well received and cost CWAM $75.

We came in under budget largely due to the generosity of the local community. We had budgeted $19,060.00 and spent $15,455.06. Negotiations with hotel offered very competitive rate for attendees.

We made $2,597.00 at the auction for scholarships. We made $2,070.00 in Craig.

Busing was a challenge and should be kept in mind when picking locations for the conference.

Remember to have local arrangements and the program work together when preparing printed materials and electronic announcements for the meeting. Everyone should be allowed to proofread prior to distribution.

LOCAL ARRANGEMENTS 2017: Britt reported: Local Arrangement chair will be Bill Knight from the Glenwood Springs Historical Society.

PROGRAM CHAIRS: Jessica Brunecky: Attendees were overwhelmingly pleased with the sessions at Casper’s Annual Meeting and filled out 231 session evaluations and 50 workshop evaluations, a very respectable response rate!

We asked attendees to evaluate three components of each session:

• Overall impression of the session
• Usefulness/relevance of the session
• Preparation/organization level of the presenter

For each of these components we asked attendees to select one of the following measures:
Excellent, Good, Okay, Poor
We received 624 'excellent' marks, 200 'good' marks, 20 'okay' marks and only 1 'poor' mark.
Regarding our solo poor mark, this reviewer requested more specifics to make the session more useful, which was not reflected in any of the other reviews of the same session.

We also asked open field questions about the best part of the session and asking for suggestions for improvement. Attendees liked anything and everything, hands on. They also responded well to handouts, sharing of resources, and learning from specific examples and case studies. The most common areas for improvement were asking presenters to slow down their pace of presenting, asking presenters to provide handouts and to provide more specific examples and case studies. There were also many calls for more time for Q+A.

We included an opportunity for attendees to write in session ideas for next year, and they did! Here's what they wrote for different areas:

Exhibitions:
• Exhibit Makeovers 101
• How to engage your community in exhibit planning
• Discussion on how to create an exhibition on distilling
• More on indigenous perspectives in exhibits
• Communicating the importance of indigenous curation to donors and boards
• Intangible cultural heritage preservation

Collections:
• Storage Solutions
• How to talk about deaccessioning with your board
• Packing loans, hands on (or the loan process more generally)
• How to deal with the IRS and donations
• Changes to NAGPRA
• Storage of culturally sensitive objects
• Organizing 'bad' collections storage, where to start?
• Steps to set up a collections visit, best practices (large museums, small museums, native tribes)
• Plastic preservation in collections

Digital:
• A session on analytics (Google)
• More digital application sessions
• Follow up on 2016 Digital Public Library of America project
• More on social media

Fundraising/Donor cultivation:
• More about Google fundraising tools for non-profits
• Case studies of successful fundraising events
• Donor cultivation, what works
• Comparison of crowd funding models

Events:
• Financial planning and tracking for big events
• Joint events discussed in more details, who does what?
• Ice breakers for collaborative endeavors, how to start the conversations
• Alcohol and event pairings, what works
Volunteers:
- Volunteer recruitment and retention
- Engaging your board

PR/Media relations:
- Creative writing for media releases and websites
- Media relations 101

Grants:
- AASLH programs - examples from those who have gone through this
- AAM's MAP program - examples from those who have gone through this
- Learning from our mistakes - examples of rejected grants proposals and why they weren't selected
- More than just collections grants, other examples!
- Rundown of grants/funders in WY and CO

General:
- How can museums achieve positive social change/social justice for their communities?
- How to adapt successful 'big museum' programs for a small museum?
- Disaster Management
- Updates on CWAM's advocacy efforts
- Profitability of summer camps and kids programs - how to talk about revenue

Workshops:
- "How to" on Skype/fieldtrips
- "How to" create and send metadata
- "How to" digitize archival materials
- "How to" social media (this came up 5 times)
- Mount making (this came up 4 times)

Please contact Jessica Brunecky if you are interested in (or know someone who would be perfect for!) one of these sessions! 

Ask Jessica for feedback for the individual presenters

Valerie Innella Maiers has offered to perhaps work on a how to guide for presenters and what they should be prepared for. Maybe a video?


FUNDRAISING: Caitlin Mans: no new report.

SERVICES TEAM LEADER: Rebecca Hunt reported:

COOPERATIVE PURCHASING: Position to be filled.

EMK (CO/WY): Sarah Saxe: The Wyoming EMK was shipped to the UK to be recalibrated on May 26th and was returned to Greeley June 16th. Michelle Bahe paid the invoice for £155.00 on June 22nd. Recalibration including shipping cost about $300 which was about on budget.

Laurel Foster of Hoofprints of the Past Museum requested the EMK shortly after, and it was shipped to her July 15th. The Colorado EMK has remained in Greeley with no new requests for use.

CWAM GRANTS: Brooke Rohde and Anne Amati: We received 12 applications this year—9 from Colorado museums and 3 from Wyoming museums. With the additional input of our repeat grant reviewer April Legg, we awarded grants to the following 5* projects:
- Greeley, CO August 5-6, 2016 CWAM Board meeting
Montrose County Historical Museum – Photographs, newspapers and small items preservation ($500)

Cheyenne Frontier Days – Reframing Key 2-dimensional Artifacts ($500)

The Science Zone – Zoo Zone interpretive panel ($500)

CU South Denver- Wildlife Experience – Special Needs and Low Sensory Touch Cart ($500)

History Colorado – El Pueblo Site Records ($359.05)

*we usually fund 4 projects but we had one project from last year that had been awarded but not completed and the funds were returned.

EMERGENCY PREPAREDNESS CHAIR: Rebecca Hunt reported: I worked with the Colorado Collections Connection group to create a webinar about working collaboratively with other cultural organizations and first responders to create more networks around Colorado. I also worked with Isabel and Dana Echowhaw to transfer the Peer Assessor program to CWAM. Isabel has more information in her report. Thank you Isabel for all you are doing to make this happen.

Some information on fires in both Colorado and Wyoming, and she has been trying to keep up with any needs.


CWAM PEER ASSESSOR PROGRAM: Isabel Tovar reported: I’ve been working on developing the CWAM Peer Assessor program. After a GTM with Dana EchoHawk, Rebecca Hunt, and available CCC Peer Assessors, we got good feedback on next steps for developing the program. I have been talking with representatives from AAM –MAP, CAP, and IMLS to review similar programs and how they approach documentation and training. Instead of the single contract we presented previously, I am working on developing an on-boarding document for the assessors which will deal with their liability concerns as well as documentation for the requesting institutions where we can handle their liability concerns separately. I have also been getting my hands around developing a manual for the program as well as how we need to bring the CCC website under the CWAM website. I am working on the layout so that I can talk with Brooke G about changes.

CWAM website is on Wordpress. See if CCC material can be copied over easily.

Rebecca is looking to have a place on the website as contacts for work. Perhaps something for the Services Team down the road. Several ideas were shared regarding how to do the vetting process, what sections of the field to represent, etc. Rebecca will research.

ADVOCACY TEAM LEADER: Katie March reported: We need to find a new WY Leg and Tourism person, being that Brian has stepped down. Wyoming Advocacy Day

COLORADO STATE REP: Katie Heidsiek reported: Beth Kaminsky will be replacing Katie H who will be leaving Colorado. See vote to bring her on board above in the minutes.

WYOMING STATE REP: John Woodward reported: Summer has come in full force to Wyoming. The Centennial of the US Park Service has been a significant draw for the state. Officials at Yellowstone National Park predicted higher than usual attendance this year. It is too early to tell how the Park Service Centennial celebrations translate into increased attendance for Museums and other cultural attractions.

Wyoming’s economy remains a pressing issue for museums across the state. With declining property values, county government cut budgets for the 2016-2017 fiscal year that began on July 1. (For clarification, the fiscal year for Wyoming and Wyoming Counties runs July 1 to June 30). Some counties, Johnson County for example, saw their property values decline by a double digit percentage. Those losses affect county funded museums and special museum districts. I think these
cuts will hit museum and museum districts without “friends groups” or foundations especially hard. Thankfully, I haven’t seen any museums close due to the showdown in Wyoming’s economy.

**News & Updates**  
**From the Wyoming State Historical Society**  
- The WYSHS held their annual trek June 10-12, 2016. The trek explored Platte County, Wyoming centering on the community of Wheatland.  
- The WYSHS will be holding their annual meeting and awards luncheon in Buffalo, Wyoming on September 9-11, 2016.

**From the Wyoming State Division of State Parks & Cultural Resources**  
- The State of Wyoming took possession of the LX Bar Ranch, located in northeastern Campbell County. The LX Bar is newest state park. Presently it is administered from the Trail End State Historic Site in Sheridan, Wyoming. There aren’t any plan for staffing at this point in time.

- Milward Simpson, division administrator, has announced his resignation after 10 years with the State of Wyoming. He will taking the directorship of the Wyoming Chapter of the Nature Conservancy.

**Programs from Across Wyoming**

May 1-8, [Jackson Hole Historical Society & Museum](#), Jackson, Wyoming – Linn Ranch Archaeology Camp

July 7-10, [Museum of the Mountain Man](#), Pinedale, Wyoming – Green River Rendezvous Days


June 13-17, [The Science Zone](#), Casper, Wyoming – Technology Through Time Summer Camp

July 14, [Brinton Museum](#), Big Horn, Wyoming – National Stagecoach and Freight Wagon Association Annual Meeting

Summer 2016, [Rockpile Museum](#), Gillette, Wyoming – Exhibit: Gillette: The First 125 Years

June 25, 2016, Jim Gatchell Memorial Museum, Buffalo, Wyoming – Living History Day

**COLORADO LEGISLATIVE AND TOURISM CHAIR:** Caitlin Barret reported: nothing to report.

**WYOMING LEGISLATIVE AND TOURISM CHAIR:** xxx: Position needs to be filled

**OLD BUSINESS**

- General brainstorming and discussion on goals. Trying to refine goals down to a manageable number.
  - Administrative: Membership goals. Let’s include more info on Save the Date. What are members looking for?
  - Annual Meeting:
    - Work more with workshops.
    - Increase auction sales, having items out before banquet.
    - Balance budget
    - Reach out to established museum professionals as well as students
  - Services
    - Collaborate more with workshops
    - Infrastructure update
  - Professional Development
    - Collaborate with other departments
    - Connecting more with membership, more meet ups through-out the year.
  - Communications
    - Videos (powerpoint with voice over, something simple), better marketing of programs
  - Advocacy
    - CO/WY balance, collaboration between advocacy and networking to develop local networks
NEW BUSINESS

- Discussion regarding Museum Guide which is under the Communications Team in the P&P. Discussion for next time. We probably need to find someone to take on this project to revamp. Rebecca has started working on some changes. IMLS task force, IMLS Universe Data file said they didn’t want updates anymore, so task force was disbanded about 2 years ago. Rebecca volunteered to update the excel sheet an entry at a time.
  - Perhaps there is a way to tie in updates to when Membership information is updated?

Temporary adjourn until tomorrow morning by Michelle Bahe 4:28PM
CWAM BOARD MEETING MINUTES  
Saturday, August 6, 2016 / Greeley, CO

BOARD MEMBERS PRESENT:  Michelle Bahe *, Isabel Tovar*, Rebecca Hunt*, Angela Beenken*, John Woodward*, Brit Scholnick*, Katie Heidsiek*, Sarah Saxe, Bethany Williams, Ronda Frazier

BOARD MEMBERS ABSENT: Katy Lewis*, Katie March*, Brooke Gladstone*, Caitlin Mans, Caitlin Barrett, Jessica Brunecky, Brooke Rhode, Anne Amati, Alison Salutz, Meghan Vickers, Kelly Rasmussen, Valerie Innella Maiers

CALL TO ORDER: The meeting was called to order at 9:04am by Secretary Isabel Tovar. Katy Lewis and Katie March are both absent at today’s portion of the Board Meeting.

PROFESSIONAL DEVELOPMENT TEAM LEADER: Angela Beenken reported:

Information from 2016 Annual Conference:
Based on the information gathered at the Annual Meeting by my predecessor, Nathan Doerr, the primary professional development needs identified by the membership are Continuing Education, Resources, Networking, and Advocacy.

Attached in Appendix VI is a chart highlighting member comments in each category.

When asked where CWAM should focus its professional development efforts/resources responses were:

- More workshops at the Annual Meeting - 3
- More resources and materials shared via email - 6
- More workshops outside of the Annual Meeting – 27

A few of the digital resources currently available include PowerPoint presentations on the Wyoming State Museum website, Connecting to Collections webinars, and the NPS Handbook and Conserve-O-Grams.

Online resources currently utilized by CWAM: Facebook, YouTube, Website, Instagram, and Twitter

Perhaps uploading student projects to the website to share with the Membership. Look at gathering the new resources and how to share on a website. May inform a website development.

Discussion on how best to set up the workshops:
- One workshop not at the annual meeting in each state per year feels do-able.
- Combine efforts with Peer Assessor program.
- Look at partner agency to borrow their Go-To-Meeting access.
- Look at doing webinar capture to share.
- Again look at ability to handle videos. Video workshop at conference and then be able to share it later during the year. Creating an online version of the presentations to share.
- Ensure that workshops touch on a range of issues in the field, not just collections, etc.

Value of in-person workshops is to build community, while also having digital options for those that can’t physically attend.

COLORADO & WYOMING WORKSHOPS: Angela Beenken reported:

Ideas to increase digital professional development offerings include:

- YouTube video workshops
  - Record sessions and/or workshops at Annual Conference
- Live Q&A sessions through Facebook
- Highlight student projects through website – advance to contributions from other professionals as this gains momentum.
- Have a museum professional host an in-person workshop, with part of their responsibility being the creation of an online version, to be posted and promoted by CWAM

Ideas to increase in person workshop offerings:

- Short –term appointed “workshop chair” at location – to reduce travel time and maximize local experience
- Potentially model workshops after new Peer Assessor program
Ideas to increase awareness/attendance:

- Utilize email master list/e-blasts to send updates for continuing education resources, new content uploads, etc.
- Utilize physical mailings as needed.
- Facebook event postings/updates

Subcommittee created to bring together Workshops, Peer Assessor program, Website hosting, Rebecca Hunt, Angela, John, Brooke Gladstone.

Grant review process help.

ACADEMIC LIAISON: Valerie Maiers reported: I hope to make more professional development connections with MPMA folks this fall.

MENTORING PROGRAM: Bethany Williams reported: Regarding the Annual Meeting, we had chatted about opening the Wednesday night to everyone with an emphasis on welcoming the First Time Attendees, and I think that is a brilliant idea. It still seems like a good time to match together Mentors and Mentees so they have a friendly face to connect with through the meeting. I do wonder if we should call them something other than “Mentors” and “Mentees” as the pairings seem to involve more of making a networking connection, and not necessarily a typical Mentor/Mentee type relationship. The snacks for the opening event were a great hit, and I think we should provide appetizers/light fare again for next year if we can get that into the budget.

The CWAM board had discussed working with the Denver Emerging Museum Professionals in the past, but then the EMPs had a bit of a hiatus. The EMP group has started up again with new leadership. I went to their meet-up on July 25th to learn more about the group and to see if they were still interested in forming some sort a relationship with CWAM. After talking with the EMPs, I think it is something we should actively pursue. I saw that someone promoted the July 25th event on the CWAM Facebook, and that is an awesome first step. At the board meeting, I would like to take a moment and chat about what our relationship with the EMPs might look like. For example, it may be beneficial to have some combined CWAM/EMP networking events. Another suggestion was to have a scheduled time for Emerging Professionals to meet at the CWAM Annual Meeting.

At the last meeting we discussed having the board meet with local museum communities on the Friday nights of our board meetings, so hopefully people can stay for dinner/drinks/social time on the Friday night in Greeley. In addition, I have received some requests for mentors since the meeting and could use some help finding a connection for them, so I will bring their information to the board meeting to discuss. If you have any suggestions for improving the networking and mentorship aspects of CWAM, then please let me know.

Value of sharing activities with MPMA to give in person networking opportunities

Adding meetups to the Facebook Events page so that it gets viewed by anyone interested in coming and they are able to share with others.

Informational interviews. Targeted time to ask questions, not necessarily for a long term mentorship. Review MPMA Workshop within a Workshop model.

Break 10:10-10:20am

FELLOWSHIP PROGRAM: Caitlin Mans reported: Was not able to attend meeting but sent along her proposal. Please see Appendix VII for Program Draft. Will review and allow Caitlin to present it at next meeting she is available to attend.

COMMUNICATIONS TEAM LEADER: Brooke Gladstone reported:

WEBSITE CHAIR: Brooke reported: I've been wanting to redesign, rethink, reorganize our website. It recently came up via the grant recipients and Rebecca Hunt was in agreement that she would like to do a survey of the content of our website. To help tackle this big endeavor we could have each team lead look over content on the website as it related to their area. I'm open to the discussion and I would love for everyone to be on board to make this efficient. I've been making small adjustments in recent months, such as the Advocacy section.
Making sure that it is up to date and structurally useful.

Images: Look at archiving photos with Ronda. Perhaps streamlining images so that more of the recent photos are loading as well.

**Board members please send images from the Casper Annual Meeting to Ronda. Britt will talk with Brooke and Ronda about acquiring an external hard drive.**

**SOCIAL MEDIA/MARKETING:** Brooke Gladstone reported:
We have grown to just under 800 likes on Facebook. This is about 100 likes more since August 2015. This is pretty strong growth as we occasionally lose likes as well. Social media during the Annual Meeting went well. We tried Twitter out and it was actively used. Instagram didn't see much growth over the CWAM Meeting of 2015.

Facebook Events: I hope the Facebook event was helpful, it had really great metrics for reach (704) and responses (30). And this was as of Aug 3. I think we should continue to think of ways to create events for CWAM as things come up (i.e.: professional development, meetups, advocacy meetings, etc).

Rebecca and I would like to propose a social media workshop for the CWAM membership base hosting in Colorado and Wyoming. I responded to the recent request for a social media workshop and the preference for this workshop was to be held exclusively for that group. The other option that I had originally thought was to hold a workshop or two presentations at the annual meeting. The content would either need to be covered in a two-part presentation or a workshop to cover the basics and introductory level and then progress up to strategy, trends, best practices, and back-end metrics. Personally, I'm happy to offer these in either format (annual meeting or non-meeting workshop) and if anyone is interested in getting involved or collaborating, please let me know.

Possibility of having this workshop happen in Casper, WY October 7-9. Also look at doing the workshop in Colorado/Denver area in September 10th. Budgets will need to be presented at the September meeting. Rebecca will reach out to Brooke G. to see if these dates are possible given the very fast turn around. Otherwise we can plan to implement these next year.

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

**OLD BUSINESS:**
- Conference theme brainstorming:
  - Your Bottom Line: Fun or Funds
  - Your Bottom Line: The Value of Culture
  - Your Bottom Line: Putting the Fun in FUNds

Next Meeting
- September 16-17 in Cheyenne is the Budget meeting. Hosted by The Radisson. There will be a room block available for CWAM Board members. Britt will send out more information soon.
- Budget for State Rep discussion, including travel to Oklahoma City. Michelle will review putting language into the Budget discussion to protect individuals who are spending money before budget has been approved.
  - MPMA meeting October 23-28

Rebecca Hunt motioned to adjourn. All in favor. Motion carried.

**ADJOURN:** The meeting adjourned at 11:25am

Respectfully Submitted,
Isabel Tovar, Secretary
Appendix I: CWAM Membership Survey

Since the start of the Colorado-Wyoming Association of Museums (CWAM) in 1972, the CWAM Board has served the membership by presenting programs and offering services that benefit and bring together individuals, institutions and corporations in Colorado and Wyoming. CWAM has recently increased services in the areas of advocacy, services and communications. In order to maintain the organization’s fiscal sustainability as well as continue to increase programming, CWAM is considering a change in the pricing structure for members. Primarily, CWAM is considering scaling membership cost based on the annual budget of each institution.

1) If your organization has an operating budget lower than $50,000, would your institution be willing and able to be a member of CWAM if cost was (choose all that apply):
   - $40
   - $50
   - Higher than $50

2) If your organization has an operating budget higher than $50,000, would your institution be willing and able to be a member of CWAM if the cost was (choose all that apply):
   - $50
   - $60
   - Higher than $60

3) If you are an individual or organization that is a corporate member, would your corporation still be willing and able to be a member of CWAM if the cost was (choose all that apply):
   - $70
   - $80
   - Higher than $80

4) The person at my organization that makes decisions about which professional organizations to join is (choose all that apply):
   - Me, ________________________ (please provide your title)
   - Executive Director
   - Accountant
   - Collections Manager
   - Volunteer
   - Other

5) Please number the following list from 1 to 6, 1 meaning highly valued, 6 meaning not highly valued:
   - Membership in Purchasing Cooperative
   - Discount for multiple staff members to attend Annual Meeting
   - Eligibility for CWAM grants program
   - Access to Environmental Monitoring Kits
   - Consultation provided by the Advocacy Team on advocacy and outreach to legislators and elected officials at the local, state, and national level
   - Access to consulting services provided by the Emergency Preparedness Committee
   - Anything additional that you value about CWAM, not listed here?

6) In addition to being a member of CWAM, my organization also has memberships with the following professional organizations (choose all that apply):
   - American Alliance of Museums (AAM)
   - American Association of State and Local History (AASLH)
   - Mountain Plains Museum Association (MPMA)
   - Association of Northern Front Range Museums (ANFRM)
   - Western History Association
   - Other
   - CWAM is our only professional membership
Appendix II: Annual Meeting Team P&P

ANNUAL MEETING TEAM

The Annual Meeting, usually held in April or May, is the most important single event that CWAM sponsors. For most members the Annual Meeting is the only real contact they have with the Association and its membership. Therefore, it is imperative that the meeting be carefully organized, innovative, informative, enjoyable and worth the price of registration, travel and lodging. The Annual Meeting Team is responsible for:

- Selection of host sites for upcoming Annual Meetings.
- Planning and oversight of all activities relating to the local arrangements of the Annual Meeting.
- Planning and oversight of all activities relating to the programming, including workshops, keynote speaker, and sessions, during the Annual Meeting.
- Coordination of Vendor Marketplace.
- Coordination of silent and live auctions.
- Administration of CWAM’s Annual Meeting Scholarship program.
- Seeking additional/special funding in the form of sponsorships and donations.
- Establish goals for the upcoming Annual Meeting.
- Work with Communications Team to promote Annual Meeting.
- Conduct evaluation of Annual Meeting for continued improvement and to assure it meets the needs and expectations of the membership.

THE ANNUAL MEETING TEAM LEADER IS RESPONSIBLE FOR …

- Oversee all planning related to the successful planning, execution, and evaluation of the Annual Meeting.
- Provide guidance and support to Annual Meeting Team chairs, coordinators, and committee members.
- Help Annual Meeting Team members find necessary resources.
- Responsible for coordinating all Annual Meeting promotion, including, but not limited to, the preliminary program, website, membership e-blasts, other social media and final program.
## ANNUAL MEETING TEAM LEADER

**TEAM:** Administrative

**CONSULTS WITH:** Executive Committee

**POSITION TYPE:** Elected

**TERM LENGTH:** See Vice-President description

**TIME COMMITMENT:** High

### ESSENTIAL FUNCTIONS (Major Tasks, Duties and Responsibilities)

- Work with Nominating and the Board President to fill chair positions.
- Provide guidance to Appointed Liaisons within their Team.
- Help Committee Chairs and Liaisons find necessary resources.
- Encourage Team Committees to share information and resources in order to avoid a duplication of services and tasks.
- Select Annual Meeting site.
- Responsible for coordinating all Annual Meeting promotion, including, but not limited to, the preliminary program, website, other social media, membership e-blasts and final program.
- Prepare a budget in coordination with the Local Arrangements Chair.
- Create quantifiable and realistic goals for each annual meeting to include:
  - Attendance/Registration
  - Participation in Vendor Marketplace
  - Number of students attending
  - Auction Sales

### IMPORTANT FUNCTIONS

- Organize and monitor Annual Meeting Team for fulfillment of duties, replace chairs as needed.
- Responsible for appointing fundraising, scholarship, vendor marketplace, and auction coordinators.
- Coordinate mentoring component with Professional Development Team Leader.
- Coordinate general promotion with Communications Team Leader.
- Coordinate with Academic Liaison to promote Annual Meeting to museum studies students.
## LOCAL ARRANGEMENTS CHAIR

**TEAM:** Annual Meeting  
**CONSULTS WITH:** Annual Meeting Team Leader  
**POSITION TYPE:** Assigned  
**TERM LENGTH:** One Year  
**TIME COMMITMENT:** Medium

### JOB SUMMARY
The Local Arrangements (LA) Chair is charged with overseeing all activities relating to the local arrangements of the Annual Meeting. They act as an appointed member to the Board for the year immediately prior to their host date, and present progress reports to the Annual Meeting Team Leader during said period of time. It is best that the LA Chair reside in the vicinity of the annual meeting site. The LA Chair is empowered and encouraged to appoint/recruit a committee to assist them in completing the necessary tasks.

### ESSENTIAL FUNCTIONS (Major Tasks, Duties and Responsibilities)
The LA Chair must contact the Board as soon as possible to establish the following so that the LA Committee can begin the planning process:

- Coordinate proposed dates with the Annual Meeting Team Leader
- What type of meeting areas, banquet facilities and lodging facilities are needed?
- Any special needs that require early attention.

Based on this information, the LA Committee is responsible for assisting the Team Leader to find: all hotel/motel and meeting site arrangements, including room reservations, A/V equipment, meal/reception/session break arrangements, evening program entertainment and other accommodations as needed.

- Arrange for local publicity, if suitable.
- Assist the Team Leader with preparing a Local Arrangements budget, and work within those guidelines
- Work with Vendor Liaison to coordinate with local sponsors and/or donors to reduce program expenses.
- Obtain a sufficient quantity of area promotional materials (maps, brochures, etc.) for inclusion in registration packets.
- With assistance from Program Committee and Treasurer, coordinate registration packets and registration area.
- Is welcome to attend board meetings to report on progress.

### OTHER INFORMATION - See Annual Meeting Guide
PROGRAM CHAIR

TEAM: Annual Meeting Team

CONSULTS WITH: Annual Meeting Team Leader

POSITION TYPE: Appointed

TERM LENGTH: One year, though at least two year commitment is encouraged

TIME COMMITMENT: High

JOB SUMMARY
The Program Chair (PC) has the sole responsibility of ensuring that the Annual Meeting program is developed in a manner that reflects the organization’s professional and educational standards. To minimize difficulties in attaining this goal, the PC should have some experience with a similar activity or should have some experience on a previous program committee.

It should be understood that the majority of organization, correspondence and other clerical tasks associated with the Annual Meeting program are the ultimate responsibility of the PC. The PC is encouraged to delegate as many tasks as possible.

ESSENTIAL FUNCTIONS (Major Tasks, Duties and Responsibilities)
The PC shall maintain the management of and oversee the Program Committee in the execution of their duties. This includes, but is not limited to:

- Select and form active Program Committee.
- Propose a theme that is unique to the host site or in line with current trends, innovative topics, or timely issues. Confirm suitability with board.
- Contract keynote speaker (with Board approval).
- Attend Board Meetings when able and present detailed progress reports.
- Assist Team Leader with developing a budget, and work within those guidelines.
- Coordinate and delegate all activities relating to the presentation of Annual Meeting sessions and workshops.
- Conduct an evaluation of the Annual Meeting.

OTHER INFORMATION - See Annual Meeting Guide
SCHOLARSHIP COORDINATOR

TEAM: Annual Meeting Team

CONSULTS WITH: Annual Meeting Team Leader

POSITION TYPE: Appointed

TERM LENGTH: Special Assignment

TIME COMMITMENT: Low

JOB SUMMARY
The Scholarship Coordinator oversees CWAM’s Annual Meeting Scholarship program.

ESSENTIAL FUNCTIONS (Major Tasks, Duties and Responsibilities)
Duties of the Scholarship Coordinator include but are not limited to:
- Develop/maintain application guidelines and application form.
- Work with the CWAM Treasurer to determine how many scholarships will be available based on previous year’s auction proceeds.
- Work with Communications Team to promote scholarships via the website, membership e-blasts and other social media.
- Convene a committee to review scholarship applications for the Annual Meeting.
- Notify recipients of scholarship awards.
- Coordinate with scholarship recipients concerning their required articles relating their experience at the Annual Meeting.

OTHER INFORMATION - See Annual Meeting Guide
VENDOR LIAISON

TEAM: Annual Meeting

CONSULTS WITH: Annual Meeting Team Leader

POSITION TYPE: Assigned

TERM LENGTH: Special Assignment

TIME COMMITMENT: Low

JOB SUMMARY
The Vendor Chair is responsible for coordinating logistics for the Annual Meeting Vendor Marketplace.

ESSENTIAL FUNCTIONS (Major Tasks, Duties and Responsibilities)
Duties of the Vendor Marketplace Coordinator include but are not limited to:

• Contact potential vendors and invite them to participate. These vendors can be local, regional, or national in scope.
• Make sure that all participating vendors have completed the proper paperwork and submitted their fee to the CWAM Treasurer.
• Assist the vendors with set-up and security.
• Conduct an evaluation of the participating vendors to determine areas for continued growth with the marketplace.

OTHER INFORMATION - See Annual Meeting Guide
Auction Coordinator

Team: Annual Meeting Team

Consults With: Annual Meeting Team Leader

Position Type: Assigned

Term Length: Special Assignment

Time Commitment: Low

Job Summary

The Auction Coordinator is responsible for coordinating logistics for the Annual Meeting silent and live auctions.

Essential Functions (Major Tasks, Duties and Responsibilities)

Duties of the Auction Coordinator include but are not limited to:

- Work with Local Arrangements Chair and Annual Meeting Team Leader to arrange for an auctioneer for the live auction.
- Promote the auction to the CWAM membership and solicit item donations.
- Coordinate donations from CWAM Board Members.
- Assign personnel and arrange space to accept and manage auction items as donations are received.
- Sort received items for placement in either the silent or live auction.
- Coordinate display logistics during the Annual Meeting.
- Prepare silent auction bid sheets and have enough pens available.
- Develop and oversee auction schedule.
- Assist CWAM Treasurer with collection of money.

Other Information - See Annual Meeting Guide
**VOLUNTEER COORDINATOR**

**TEAM:** Annual Meeting Team

**CONSULTS WITH:** Annual Meeting Team Leader

**POSITION TYPE:** Assigned

**TERM LENGTH:** Special Assignment

**TIME COMMITMENT:** Low

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**JOB SUMMARY**

The Volunteer Coordinator is responsible for coordinating logistics for volunteers throughout the Annual Meeting.

**ESSENTIAL FUNCTIONS (Major Tasks, Duties and Responsibilities)**

Duties of the Volunteer Coordinator include but are not limited to:

- Work with Program Chair to determine necessary volunteer slots to be filled.
- Work with Local Arrangements Chair to promote volunteer opportunities to local institutions.
- Communicate with volunteers about timing and assign responsibilities in advance of and during the Annual Meeting.

**OTHER INFORMATION** - See Annual Meeting Guide
Appendix III: Local Arrangements checklist

**LOCAL ARRANGEMENTS**

“Recruited by the Local Arrangements (LA) Chair, the LA Committee is responsible for hosting the Annual Meeting. They will ensure the smooth logistical planning of meetings, lodging, and entertainment. They will work as liaison to local businesses and governments, as necessary, as CWAM representatives. They will work closely with the Program Committee to coordinate registration packets and other information as needed. They will provide necessary staff for the registration area. The LA Committee shall also be responsible for the organization of an optional Post-Conference Tour.”

**Planning the Annual Meeting**

- Work with Annual Meeting Chair to determine conference dates
- Estimate attendance (traditionally, approx. 120 people have attended.)
- Work with Annual Meeting Chair to determine meeting areas, banquet and lodging facilities. (The preference is to have all three in one location, like a large hotel/motel.)
- Any special needs that require early attention.
- Work with Annual Meeting Chair to complete all hotel/motel and meeting site arrangements. **Board approval is needed to confirm contract.** CWAM Annual Meeting Chair signs contract.
- A/V equipment availability. Work with Program Chair to organize list of needs and determine budget
- Work with Annual Meeting and Programming Chairs to determine appropriate spaces and activities for tentative schedule

**TENTATIVE SCHEDULE**

- Workshops Thursday day (work with Programming Chair).
- Opening Reception Thursday night (usually heavy hors d’oeuvres in progressive dinner format, held at local museums or places of interest)
- Business Lunch Thursday or Friday lunchtime (sit-down is preferable due to time constraints)
- Barbeque Friday or Saturday night (does not have to be BBQ, but is a tradition of sorts, held anywhere fun, interesting and cheap)
- Banquet Friday or Saturday night (usually a sit-down or buffet, most often held at hotel but could be a unique location). Usually held in connection with CWAM’s Silent Auction (a fundraiser). Entertainment has included the CWAM Bowl (a trivia contest), Talent Show, Skits, etc. Work with the Board and PC to find something fun to do! Additional entertainment determined by availability, need, and cost.
- Session/Refreshment Break arrangements. These are usually paid for by vendors &/or local businesses, or service organizations, like the Rotary Club, work with Vendor Liaison.
- Arrange for local publicity, work with Communications Chair.

**Registration Packets** “In the weeks leading up to the Meeting, the board Treasurer should provide the LA Chair with information on pre-registration and an accounting of who has paid for what. These packets are picked up at the registration table. Based on the list, the LA Committee will provide the following:

- Obtain sufficient quantity of area promotional materials. Maps, brochures, coupons, etc. can all be included in the registration packets. materials (can include freebies, whenever possible)
Number of registration packets (containing agenda, local information, list of participants, and location data). The Treasurer will help with these needs.

Program

Name Badges (available at Registration table). Included with badges are ribbons, meal tickets, and tickets for special activities:

Ribbons for notable attendees:

- Board Members (having Chair, Vice-Chair, etc. is optional)
- Host Committee (Chair optional)
- Program Committee (Chair, Co-Chair optional)
- Speakers (for Keynote, Plenary, workshops, & regular sessions)
- Candidates (for CWAM Board, Committees)
- Scholarship winners (the number varies from year-to-year)
- Vendor (the number varies from year-to-year)

Coordinate staffing of local volunteers for events:

- Registration table (contact Treasurer for more information). The Registration table is open Thursday morning/afternoon, Friday morning, and Saturday morning.
- Opening Reception on Thursday night (including set-up, food service, cash bar, entertainment, and clean-up)
- Silent Auction (photocopy forms, etc.)
- Assist Marketplace vendors (if necessary)

Work with Annual Meeting and Programming Chairs to organize post-conference and / or during-conference Tours (optional, but traditional and highly recommended)

*The LA Committee is responsible for the planning and implementation of post-conference tours. Tours should be based on local attractions that are unique to the host site’s region. The LA Chair must work with the Program Committee to ensure the tours are listed in the pre-registration packets, with appropriate supplemental promotional materials.*

Provide ballot box for election of new Board members at the Business Luncheon.

Registration table. This is where people go for information, to pick up registration packets, and purchase CWAM Marketing items.

Items that should be at the registration table include:

- List of participants (may be provided by Treasurer; often included in registration packets along with local information)
- Registration packets
- Bulletin board/message center
_____ Local information

_____ Sales items as provided by Marketing Chair (T-shirts, etc.)

_____ “Command Central” Room needs:
   _____ Local telephone directory
   _____ Stapler & staples
   _____ Paper clips
   _____ Tape (adhesive & duct)
   _____ Extension cord(s)
   _____ Pencils & pens
   _____ Felt-tipped & dry-erase markers
   _____ Envelopes of various sizes
   _____ Scratch paper
   _____ Telephone message pad
   _____ Post-it notes
   _____ Paper towels

_____ Vendors Marketplace
   The Annual Meeting Chair is responsible for assigning one of the Committee members the task of overseeing the Marketplace/Vendor Hall. Duties of this committee person include:

   _____ Work with the Annual Meeting Chair and facility to select an appropriate area in which to conduct the marketplace.

   _____ Assist the vendors with set-up and security.
Appendix IV: Program Chair Checklist

**PROGRAM CHAIR (or CO-CHAIRS)**

With CWAM Board approval and supervision, the Program Committee (PC) is responsible for developing the CWAM Annual Meeting Program, including theme, session topics and speakers. Members of the PC will be expected to actively participate in the development and selection of programs as well as the recruitment of qualified speakers and presenters.

The PC Chair shall select the PC. Members of the PC should reflect the diversity of membership in disciplines, job titles, and location. All efforts should be made to represent each curatorial and administrative area, as well as geographic diversity.

Because of the far-flung nature of the Association, many of this committee’s decisions and most of the actual work will be done in the absence of formal committee meetings. Members of the PC must cover their own expenses, but will be compensated for purchases required by CWAM (to be included in PC budget for the year).

Program Committee Chair

_____ Select and form active Program Committee

_____ Work with Annual Meeting Team Leader to develop a program budget, and work within those guidelines. The budget should include:

   _____ Keynote honorarium (if requested by Keynote speaker. Usually budget around $300)
   *In 2007, it was the consensus (but not voted on) that the Keynote speaker’s registration fees are waived, in order to promote networking, camaraderie, and goodwill amongst the attendees.

   _____ Keynote travel (flight &/or rental car)

   _____ Keynote lodging (if hotel offers complementary rooms – use it for the Keynote)

   _____ Keynote meals (for meals not included with registration costs, make sure they give you receipts for reimbursement)

   _____ Keynote total

   _____ Save the Date (usually 1000 copies)

   _____ Mailing (bulk mail; send @ 800 out to CWAM Members, non-Members, and museums bordering the state lines, i.e., Kansas, Utah, etc.)

   _____ Photocopies, paper, binding/stapling, other supplies

   _____ Program total

   _____ A/V Total (Can include LCD projectors, microphones, podiums, sound systems, screens, technicians, dry erase boards, flip charts, A/V carts, power cords, overhead projectors, etc. Work with hotel and LA Chair to determine needs.)

   _____ Grand Total (Keynote, Program, and A/V)

_____ Suggest Annual Meeting theme & goal

_____ Contract Keynote Speaker (with Board approval)

_____ Suggest Plenary Session topic/activity (optional)
_____ Recruit Plenary Session Speakers (if applicable)

_____ Work with CWAM Annual Meeting & Workshops Chairs to coordinate pre-conference workshop topics.

_____ Attend CWAM Board meetings (if possible) and present detailed progress reports.

_____ Work with Local Arrangements chair to organize A/V equipment needs list. (LA Chair usually orders it from hotel, charged to PC budget)

_____ Work with Annual Meeting Chair on Program

_____ Organize printer for program
Today's Date: April 14, 2017

**MASTER LODGING AND CATERING AGREEMENT**

**GROUP INFORMATION**

ACCOUNT: Colorado Wyoming Association of Museums  
POST AS: Colorado-Wyoming Association of Museums  
CONTACT: Britt Scholnick  
ADDRESS: 1085 18th Street  
Boulder, CO 80309  
PHONE: 303 492 8300  
EMAIL: britt.scholnick@gmail.com  
FAX:

Arrival: Wednesday, April 19, 2017  
Departure: Sunday, April 23, 2017

**GROUP ROOM INFORMATION**

<table>
<thead>
<tr>
<th></th>
<th>King or Queen Bed</th>
<th>2 Doubles or 2 Queens</th>
<th>Total Rooms</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Wednesday</strong></td>
<td>04-19-17</td>
<td>5</td>
<td>$120</td>
</tr>
<tr>
<td><strong>Thursday</strong></td>
<td>04-20-17</td>
<td>15</td>
<td>$120</td>
</tr>
<tr>
<td><strong>Friday</strong></td>
<td>04-21-17</td>
<td>15</td>
<td>$120</td>
</tr>
<tr>
<td><strong>Saturday</strong></td>
<td>04-22-17</td>
<td>5</td>
<td>$120</td>
</tr>
</tbody>
</table>

Total Room Block: 80

The Hotel Colorado does not guarantee specific room type availability. Requests will be accommodated to the best of Hotel’s ability. Hotel check-in time is after 4:00PM on the day of arrival. Checkout time is 11:00AM on the day of departure. All rates are subject to the prevailing city and state taxes. Currently, taxes total 11.1% and are subject to change.

**METHOD OF RESERVATION**

Individual attendees will be responsible to make their own reservations no later than March 20, 2017 12:00 AM. All reservations must be guaranteed to a master account, credit card, or advanced deposit.

**CUT OFF DATE**

Greeley, CO August 5-6, 2016 CWAM Board meeting
Every room night cancelled in excess of the allotted attrition schedule set forth below will be charged at the Group Rates for each room night cancelled or released. Reservations received after March 20, 2017 will be provided on a space available basis. If the Group Rate is not available after the cutoff date, the prevailing rack rates will apply for reservations confirmed.

### EVENT AGENDA

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event</th>
<th>Function Space</th>
<th>Setup Style</th>
<th>Att.</th>
<th>Rental Rev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>04-20-17</td>
<td>08:00 AM-05:00 PM</td>
<td>Meeting</td>
<td>Devereux Ballroom</td>
<td>See Diagram</td>
<td></td>
<td>$400</td>
</tr>
<tr>
<td></td>
<td>08:00 AM-05:00 PM</td>
<td>Meeting</td>
<td>Roosevelt Ballroom</td>
<td>See Diagram</td>
<td></td>
<td>$250</td>
</tr>
<tr>
<td></td>
<td>08:00 AM-10:00 PM</td>
<td>Meeting</td>
<td>Colorado Ballroom</td>
<td>See Diagram</td>
<td></td>
<td>$300</td>
</tr>
<tr>
<td></td>
<td>08:00 AM-05:00 PM</td>
<td>Meeting</td>
<td>Roosevelt Ballroom</td>
<td>See Diagram</td>
<td></td>
<td>$250</td>
</tr>
<tr>
<td></td>
<td>08:00 AM-05:00 PM</td>
<td>Meeting</td>
<td>Taft Room</td>
<td>See Diagram</td>
<td></td>
<td>$50</td>
</tr>
<tr>
<td>04-21-17</td>
<td>08:00 AM-05:00 PM</td>
<td>Meeting</td>
<td>Roosevelt Ballroom</td>
<td>See Diagram</td>
<td></td>
<td>$250</td>
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<td></td>
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</tr>
<tr>
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<td>08:00 AM-10:00 PM</td>
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<td></td>
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<td></td>
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</tr>
<tr>
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<td>08:00 AM-05:00 PM</td>
<td>Meeting</td>
<td>Taft Room</td>
<td>See Diagram</td>
<td></td>
<td>$50</td>
</tr>
</tbody>
</table>

All events are subject to current sales tax (8.6%) and service charge (21%).

### BILLING INFORMATION

Payment will be made by Purchase Order.

### ANTICIPATED REVENUE

**Estimated Catering and Meeting Room Rental Revenue**: (meeting room rental $3300.00 + $4000.00 in food revenue).

**Estimated Guest Rooms Revenue**: $9600.00

There will be a minimum food and beverage MINIMUM requirement of $4000.00

### CONTRACT TERMS

1. **Finalization of Event**: Final Conference Coordination of all function requirements must be completed 3 weeks prior to the function dates.

2. **Occurrences Beyond Control**: The performance of this agreement by either party is subject to acts of God, War, government regulation or advisory, disasters, fire, accidents, or other casualty, strikes or threat of strike (exception: Neither Hotel nor Client may terminate this agreement for instances involving their respective employees or agents), civil disorder, acts and/or threats of terrorism, or curtailment of transportation of transportation services or facilities, or similar cause beyond the control of either party making it, illegal or impossible to hold the group/meeting/convention/event or provide the facility. Either party may terminate or suspend its obligations under this agreement if such obligations are delayed or prevented by any of the above events to the extent such events are beyond the reasonable control of the party whose reasonable performance is prevented.

3. **Hotel not Liable for Loss**: Hotel is not liable for loss, theft or damage to property belonging to you or any of your invited guests or invites.

Greeley, CO August 5-6, 2016 CWAM Board meeting
4. **Liquidated Damages.** You and Hotel agree that if any portion of this contract is canceled by you for any reason, or if there is attrition of the Group Block in excess of the allotted attrition schedule set forth below, Hotel will be damaged in an amount which will be difficult to estimate. Accordingly, you agree that the amount set forth below as liquidated damages are fair and reasonable that Hotel shall be entitled to collect such amounts from you as liquidated damages.

5. **Indemnity.** You agree to indemnify, defend and hold Hotel, its owners, officers and employees from all claims, demands, liabilities and expenses arising out of (1) any damage or destruction of property or injury or death of any individual arising out of your negligence or intentional misconduct or of that of your guests or invitees and (2) any enforcement of the Americans with Disabilities Act as it relates to the operation of your function. You agree that you are responsible for compliance with this act.

6. **Entire Agreement.** This contract contains the entire agreement between you and Hotel and supersedes all other agreements whether oral or written. Any modification or cancellation of this contract must be in writing and signed by you and Hotel.

7. **Late Charges.** You agree that amounts not paid on the date due shall accrue interest at the rate of 1.5% per month until paid in full and may be subject to additional collection costs, which you agree to pay.

8. **Attorney’s Fees.** If either party commences litigation under this contract, the prevailing party shall be entitled to recover actual attorney’s fees and court costs. This contract shall be construed and enforced in accordance with the laws of the State of Colorado, and The City of Denver shall be the sole venue for any action brought under this contract.

9. **Signature.** Your signature guarantees approval of the above policies and procedures and, if signing on behalf of an organization, represents that you have authority to enter into this agreement on behalf of this organization which is bound by the terms of this agreement.

### ATTRITION

Colorado Wyoming Association of Museums must produce 80% of contracted sleeping rooms and banquet food and beverage revenue. Any deficit will be billed to Colorado Wyoming Association of Museums’s Master Account as liquidated damages for under performance, plus taxes and service charges. However, upon written notice to Hotel, actually received by Hotel on or before the dates specified below, the Group shall have the right to reduce its Room Block as follows:

<table>
<thead>
<tr>
<th>Days Before Arrival</th>
<th>Allowable Attrition</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 days or less</td>
<td>The Group shall have no right to reduce its Room Block.</td>
</tr>
</tbody>
</table>

If any of the above reductions are taken, Hotel reserves the right to also proportionately reduce, without refund, the Group's meeting space and any complimentary concessions.

In the event the Group's actual attrition rate is greater than the allowed reductions set forth above (i.e., less Hotel rooms are utilized by the Group than set forth in this Agreement), the Group agrees to pay Hotel the Group Rates, plus applicable taxes and other fees, for each room night cancelled, released or not utilized by the Group below the allowed reduction. Hotel may charge these rooms directly to the credit card set forth above. You and Hotel agree that these sums are not a penalty and represent a reasonable effort on behalf of Hotel to establish its loss prospectively and represent reasonable liquidated damages.

In the event the Group's actual attrition rate is greater than the allowed reductions set forth above (i.e., less Hotel rooms are utilized by the Group than set forth in this Agreement), Hotel agrees to follow its standard business practices to resell the Group's rooms, for which the above-referenced attrition damages will apply, and credit the room revenue received. The credit shall not exceed the Group Rate, less the reasonable costs incurred by Hotel to resell the rooms, if any, against Hotel's total attrition damages set forth above, in an amount not to exceed the full amount of such damages. You and Hotel agree that if "unused" Group rooms are returned to the Hotel's inventory for attempted resale, the Group rooms shall be the last in the Hotel's inventory to be sold.

### CANCELLATION

You agree that if the contract for hotel rooms is cancelled by you, the following amount shall be payable by you to Hotel as liquidated damages in accordance with paragraph 4 of the Contract Terms. The canceling party shall make payment due as a result of cancellation of this contract under this provision to the non-canceling party at the time the contract is cancelled.

<table>
<thead>
<tr>
<th>Days Before Arrival</th>
<th>Liquidated Damages</th>
</tr>
</thead>
<tbody>
<tr>
<td>91 days or more</td>
<td>50% of Contracted Catering and Guest Rooms Revenue</td>
</tr>
</tbody>
</table>
31-90 days  
30 days or less

75% of Contracted Catering and Guest Rooms Revenue
100% of Contracted Catering and Guest Rooms Revenue

SIGNING OF CONTRACT

To guarantee rates quoted, the availability of sleeping room requested, and all other terms, this contract must be signed and returned by **August 15, 2016** or **The Hotel Colorado** reserves the right to release the guest rooms and / or function space held. I hereby accept the above stated terms and conditions, and further warrant that I have authority to sign on behalf of:

<table>
<thead>
<tr>
<th>Marc Kesselman</th>
<th>Sales Manager</th>
<th>Date</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Organization’s Authorized Signature</th>
<th>Title</th>
<th>Date</th>
</tr>
</thead>
</table>
### Appendix VI: Professional Development Chart

#### Thought Café Evaluation Results  
**CWAM Annual Conference 2016**

<table>
<thead>
<tr>
<th><strong>Continuing Education</strong></th>
<th><strong>Resources</strong></th>
<th><strong>Advocacy</strong></th>
<th><strong>Networking</strong></th>
</tr>
</thead>
</table>
| Hands-on skill-building  | Grant resources  
Tourism statistics and info available online (for grant writing)  
grant-writing sessions and workshops | Being part of a stronger, more essential museum community | Collaboration |
| **Workshops, Webinars, Sessions/Panels** | CWAM job fair | Resume building and mentorship | |
| Continuing education *(Credit?)* | Resume building and mentorship | | meet ups for all museum studies progs in area (CWAM connects) |
| **Staying up to date on newest best practices, learning about new concepts and ideas - without the student loan debt!!** | | | connecting with libraries for joint prof. development |
| **Workshops via webinar so travel is not prohibitive (themed on relevant timely topics)** | | | Prof. Dev. meetups, collaborate between CWAM and MPMA |
| Elected/volunteer museum board education efforts  
connecting with libraries for joint prof. development  
Prof. Dev. meetups, collaborate between CWAM and MPMA | | | |
| **Keeping relevant in an ever-changing field by learning new skills** | | | |
| **staying current with skills and your audience** | | | |
| **growing parallel paths with professionalism and career track programming** | | | |

#### IDEAS

<table>
<thead>
<tr>
<th><strong>Opportunities for continuing ed</strong> all tracks <em>(Admin, Ed, Curatorial, etc.) formal and informal</em></th>
<th><strong>Could offer list of available grants and assistance with grant review before submission</strong></th>
<th><strong>Online Business Card Resource</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Highlight Completed Student Projects</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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Greeley, CO August 5-6, 2016 CWAM Board meeting  Page 33 of 35
Appendix VII: Fellowship Program Draft

**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 student can agree upon. To facilitate this, applications will be due early spring to ensure everything can be coordinated for the fellowship.

**Emerging 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 practice 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 Student**

- Number of hours worked per week or per summer
- General Hours
- Work requirements (dress code, work conditions, etc).
- Mentorship
- Benefits (Professional development and money if applicable)

**CWAM and Museum**

- Professional development opportunities to the emerging professional
- Plan of the projects and duties to be completed by the emerging professional
- If applicable, how the students 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 students or provide funding for the museum. Because of this, we are going to focus on creating a worthwhile experience for students 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 students 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