



Board Meeting Notebook

February 20-21, 2026
Virtual



Table of Contents

Agenda	1
--------------	---

Consent Agenda Items:

September 25 - 27, 2025 Board Meeting Minutes	4
December 11, 2025 Special Board Meeting	8
November 10, 2025 Governance Committee Meeting Minutes.....	10
December 2, 2025 Governance Committee Meeting Minutes	12
January 22, 2025 Finance Committee Meeting Minutes	13
Executive Director Report	15
Program Director Report	19

New Board Member Orientation Items:

Orientation Agenda	22
2026 Board Handbook	23

Finance and Audit Committee Items:

FY26 - Current Budget Metrics	91
FY26 - Summary Report	92
September 26, 2025 Approved FY26 Budget	93
FY26 Updated Budget	94
FY25 Profit and Loss Statement	95
FY25 - January 22, 2026 Profit and Loss Statement	97
FY25 Balance Statement	100
FY25 - January 22, 2026 Balance Statement	102
Financial Policies and Procedures Manual with Addendum	104

Governance Committee Items:

Annual Conflict of Interest and Code of Ethics Document (to sign)	127
2026 Board Calendar	129
2026 Board Matrix	131

Programs and Outreach ad hoc Committee Items:

Programs and Outreach ad hoc Committee Summary	132
--	-----

Board Executive Session Items:

NEH funding landscape summary	133
FY26 Fundraising and Development Summary	134
Fundraising Roadmap	136
Case for Support	141
Development Envisioning Questions	143



AGENDA

Board of Directors Meeting
Virtual
February 20-21, 2026

Zoom Link:

<https://umontana.zoom.us/j/94590203592?pwd=sz3BaTGjnmbvTiD68Yjm65Mlovkwo.1>

OUR MISSION: Humanities Montana serves multicultural communities through stories and conversation. We offer experiences that nurture imagination and ideas by speaking to Montanans' diverse history, literature, and philosophy.

Board of Directors Present: Glory Blue Earth (Vice Chair), Sara Bruya, David Cates, Jen Corning, Ray Ekness (Chair), Slaven Lee, Precious McKenzie, Karen Reiff, Esther Beth Sullivan, Jaci Webb, Tim Wilson

Excused:

Staff: John Knight (Interim Executive Director), Jenny Bevill (Program Development Director)

FRIDAY, FEBRUARY 20th: Zoom Virtual Meeting

1:30pm Welcome, Call to Order, and Initial Business - Ray Ekness

- Invitation for Public Comment
- Reading of the Mission Statement
- Membership updates and Board Introductions
- **Action Item:** Approve of Agenda

Consent Agenda:

- Board Minutes: 09/26-27, 2025
- Special Board Meeting Minutes: 12/11/25
- Governance Committee Meeting Minutes: 11/10/2025, 12/02/2025
- Finance Committee Meeting Minutes: 01/22/2025
- Executive Committee Meeting Minutes: N/A
- Executive Director Report
- Program Development Director Report
- **Action Item:** Approve of Consent Agenda

- 2:00pm New Board Member Orientation (all Directors welcome)
 - Welcome - Ray Ekness and John Knight
 - Overview of Board Handbook
 - Board Orientation Powerpoint presentation
- 3:00pm Mission Moment - John Knight
 - Democracy Project Video screening for new members
- 3:15pm New Member Q & A - Ray Ekness & John Knight
- 4:00pm Adjournment

SATURDAY, FEBRUARY 21st: Zoom Virtual Meeting

- 8:45am Welcome, Call to Order, and Initial Business - Ray Ekness
 - Invitation for Public Comment
- 9:00am Executive Director Report - John Knight
- 9:15am Program Development Director Report - Jenny Bevill
Mission Moment: Poet Laureate Program - Allen Morris Jones & Jenny Bevill
- 9:30am Finance and Audit Committee - Ester Beth Sullivan
 - Budget Metrics and Summary; updates with budget documents (approved FY26 Budget from Sept; and updated Budget document through Jan 22)
 - **Action Items:**
 - **Election:** New member Finance Committee Assignments
 - **Review and Approve** October 31, 2025 and December 31, 2025
 - **Financial Reports:**
 - Profit and Loss statements (FY25; and through Jan 22, 2026)
 - Balance Statements (FY25; and through Jan 22, 2026)
 - Financial Policies and Procedures Manual - updates
 - Audit and other budget and finance updates
- 10:00am Governance Committee - Ray Ekness
 - **Action Items:**
 - **Vote:** Governance Committee Chair
 - **Election:** New member Governance Committee Assignments
 - Sign Annual Conflict of Interest and Code of Ethics Documents
 - Review 2026 Board Calendar

- Review 2026 Board Matrix (Board Handbook)
- 10:30am Break
- 10:45am Ad hoc Programs and Outreach Committee - Ray Ekness
- Summary of proposed committee - John Knight
 - **Action Items:**
 - **Vote:** Approve of the proposed committee
 - **Vote:** Committee Chair
 - **Election:** New member Programs and Outreach Committee Assignments
- 11:15am Board Executive Session - Ray Ekness
- NEH funding landscape updates - John Knight
 - Fundraising and Development updates - John Knight
 - Fundraising Roadmap presentation
 - Development envisioning session with the board
 - Private Foundation and Grant proposal updates
- 12:00pm Executive Director Q & A - John Knight
- 12:15pm Closing Comments - Ray Ekness
- 12:30pm Adjournment

Please report your volunteer hours here: [Board Cost Share](#)

Next Board Meeting:

May 29 - 30, 2026: In person: Montana Historical Society, Helena. Hotel TBD

October 2 - 3, 2026 (TBD): in person: TBD, Billings; during the High Plain Book Awards, Hotel TBD

Humanities Montana

Board of Directors Meeting

Missoula Public Library, Missoula, Montana

September 26-27, 2025

Board of Directors Present: Glory Blue Earth, David Cates, Ray Ekness, Jeanette Fregulia (vice chair, on Zoom), Lynda Grande (on Zoom), Mary Hernandez, Karen Reiff, Esther Beth Sullivan (chair)

Excused: Clark Whitehorn, Jen Corning, Tim Wilson

Staff: Jill Baker (Executive Director), Jennifer Bevill (Program Manager)

FRIDAY, SEPTEMBER 26TH, 2025

Opening Remarks and Actions

Beth Sullivan, Board Chair, welcomed everyone and called the meeting to order at 1:30pm. An invitation for public comment was offered.

Beth provided an update on membership. Jeremy Carl, Lathie Poole, and Arian Randall had all resigned from the board prior to this meeting. Beth acknowledged the contributions of these board members, particularly bringing a diversity of perspectives to Humanities Montana, and noted that each had offered personal reasons for stepping away.

With these departures the board consists of 11 members, and with 8 in attendance, a quorum was met.

Beth Sullivan called for a motion to approve the agenda. David Cates made the motion; Glory Blue Earth seconded. Motion carried unanimously.

Beth Sullivan then called for a motion to approve the consent agenda. Ray Ekness made the motion; Mary Hernandez seconded. Motion carried unanimously.

Executive Director and Program Manager Reports

Jill thanked the board for the privilege of serving as Executive Director over the past two years. She then introduced Jenny Bevill, Program Manager, to the board. Jenny reported that over the summer she and Jill worked closely together to leverage partnerships and begin the process of rebuilding programming and outreach efforts at Humanities Montana. In addition to the Democracy Project and Montana Poet Laureate programming, Jenny has leaned into the Montana Center for the Book programming to relaunch One Book Montana this fall highlighting the 2025 Great Reads from Great Places book selections and authors. So far, 31 libraries across the state have expressed interest in participating. June's losses have become September's launches. The website has been updated to include these launches, and the e-newsletter has also been reformatted to highlight the current programming.

Jill thanked Jenny for her report. In addition to the partnerships with libraries that Jenny has stewarded, she has been working closely with the Montana Arts Council to partner on programming. In addition to the ongoing partnership with the Montana Poet Laureate, HM and MAC will partner on humanities programming at the Montana Folk Festival next summer with support from the Federation of State Humanities Councils and the Smithsonian Center for Folklife. She added that work she and Jenny completed over the summer to realign programs will assist HM with fundraising moving forward. There is positive momentum to highlight in our communications efforts, and to share with both new and established donors as HM approaches the end of the year fundraising campaign.

The board moved in to executive session at 3:00pm and adjourned for the day at 4:30pm.

SATURDAY, SEPTEMBER 27TH, 2025

Beth called the meeting to order at 9:15am, welcoming everyone back.

The board resumed executive session at 9:30am and returned to regular order at 10:30am. Outcomes from the executive session included:

The board offered the position of Interim Executive Director to John Knight (former HM Program Director).

The board agreed on the following benchmarks as indicators for when they would move forward to fill the Executive Director position on a permanent basis:

- Solid programming to include our current portfolio (Democracy Project, Center for the Book, MT Poet Laureate) as well as the seeds of new statewide programs offered by HM (focused on MT writers and literature, MT history and culture, and civic education and veterans' outreach);
- Likelihood and predictability of funding through 2027 for our current portfolio of programs;
- Ability to maintain 2 full-time staff positions in budgets through 2027, Executive Director and Program Manager;
- 6 months of unrestricted cash reserves on hand to carry HM operations forward if funding issues arise.

Board meeting schedules and locations through 2026:

- December 4, 2025, 12:00-1:00pm, if needed, to be held virtually on Zoom
- February 20-21, 2026, Winter meeting to be held virtually on Zoom
- May 29-30, 2026, tentatively planned for Helena to honor the re-

- opening of the new MT Historical Society building
- October 1-2, 2026, tentatively planned for Billings in conjunction with the High Plains Book Awards

Fundraising priorities for the end-of-year campaign: tag “30K in 30 days” and “double your dollars” to realize the FSHC/Mellon 50K match.

Finance and Audit Committee

Beth shared that Humanities Montana’s TY23 990 IRS form had been submitted to meet a deadline of September 15, 2025. Jill explained that normally the 990 would be submitted at the same time as completion of the spring audit. With the new auditor and loss of staff in April, HM requested an extension and filed the form prior to the extended deadline. The Finance and Audit Committee reviewed and approved the 990 on behalf of the full board.

Jill provided an overview of the financial reports to date, reviewing details from the Balance Sheet and Profit and Loss Report as of July 31, 2025.

David Cates moved to approve the Balance Sheet and Profit and Loss Report as of July 31, 2025; Glory Blue Earth seconded. Motion carried unanimously.

Jill walked the board through the proposed 2026 budget, explaining that she had developed a conservative approach assuming no funding from the NEH and emphasis on maintaining the current portfolio of sponsored programs (Democracy Project, Center for the Book, MT Poet Laureate, as well as a few others). Discussion focused on the appropriateness of this conservative approach for the time being.

Ray Ekness moved to approve the proposed 2026 budget; Glory Blue Earth seconded. Motion carried unanimously.

Governance Committee

Mary Hernandez led the group through board elections, with secret ballots for each action.

The board elected David Cates and Ray Ekness to 2nd terms, extending their board membership through 2028.

The board elected Ray Ekness as 2026 board chair and Glory Blue Earth as 2026 board vice chair.

The board elected leadership and approved standing committee assignments for 2026:

- **Finance and Audit Committee: Beth Sullivan (committee chair); David Cates; Tim Wilson.**

- **Governance Committee: (committee chair *tbd*); Glory Blue Earth; Jen Corning; Karen Reif.**

The board will search for new members for 2026 to include a total of 11-12 members, with up to 2 new Governor's appointees, and up to 3 new elected members.

Grants Committee

Beth Sullivan moved that the standing Grants Committee be paused for 2026; David Cates seconded. Motion carried unanimously.

Recognitions

Beth offered recognitions for the board members who are completing their terms as of December 31, 2025: Lynda Grande, Jeanette Fregulia, Mary Hernandez, and Clark Whitehorn.

And lastly, Beth offered recognition for Jill, noting her significant contributions during her term as Executive Director.

The meeting was adjourned at 11:30am. EBS & JB

Humanities Montana
Special Board of Directors Meeting

Zoom meeting

December 11, 2025, 12:00pm

Board of Directors Present: David Cates, Jen Corning, Ray Ekness (Vice Chair), Mary Hernandez, Karen Reiff, Esther Beth Sullivan (Chair), Clark Whitehorn, and Tim Wilson

Staff Present: John Knight (Interim Executive Director)

Excused: Lynda Grande

Absent: Glory Blue Earth, Jeanette Fregulia

Opening Remarks and Actions

Beth called the meeting to order at 12:01am, welcoming the board to discussion on board nominees for 2026.

Beth provided an update of the outreach, application and selection process for board openings in 2026. She noted that 15 inquiries were had regarding openings, with eight applications being received.

Mary described the selection process with the Governance Committee in greater detail, and recommended a slate of four nominees; Sarah Bruya, Slaven Lee, Precious McKenzie and Jaci Webb be recommended to the board. Mary described the backgrounds and interests of each nominee.

Mary called for a motion to approve of the four nominees to the board.

David seconded the motion.

Beth asked for further discussion on the four board nominees. Tim spoke of his high confidence in the Governance Committee's recommendations. Clark asked John if he felt confident in working with the nominees. John affirmed his confidence in all four nominees.

Beth asked John to post a voting poll of nominees in the Zoom meeting. The board voted unanimously to elect all nominees to the Humanities Montana board, with terms beginning in January 2026.

Executive Director Report

John provided an update on fundraising efforts as of late 2026, noting that the organization had raised \$37,000 in unrestricted funds between April 29 and December 11 toward the \$50,000 Mellon Foundation match. He expressed confidence in the current fundraising, marketing, and communications strategies and shared his hopefulness about reaching the full match amount by year-end. When Mary asked about social media strategies, John explained that communications through the end of the calendar year will focus on fundraising, the Mellon match, and the relaunch of the Poet Laureate Program. He added that he would inquire with Digital Spark Media about posting an additional social media feature to support the Mellon match.

John provided a budget update, noting that the checking and savings accounts were stable. He also outlined the funds granted for the Poet Laureate Program by the Susan Scott Heyneman Foundation and reviewed the expected timeline for the MT250 Commission grant award notification.

Recognitions

Beth recognized the board members completing their terms on December 31, 2025: Lynda Grande, Jeanette Fregulia, Mary Hernandez, and Clark Whitehorn.

Ray recognized Beth for her leadership during 2026.

The meeting was adjourned at 12:20pm.

Humanities Montana
Governance Committee
November 10, 2025

Present: John Knight, Beth Sullivan, Jen Corning, Glory Blue Earth, Mary Hernandez, Ray Ekness

Excused: Clark Whitehorn, Karen Rieff

Meeting convened at 12:02pm

Mary provided a summary and overview of the Board selection process for 2026 appointments. The discussion centered on reviewing the current pool of applicants and identifying potential gaps in representation or expertise. Committee members also agreed to reach out to individuals who had applied in 2022 to determine whether they remain interested in being reconsidered for Board appointments. A review timeline and board meeting date were set to make appointments by the end of the year.

From the discussion:

- Glory emphasized the importance of rural and statewide representation among the new Governor's appointments and will meet with John to discuss recommendations gathered through his networks.
- The committee agreed to postpone the full Board discussion originally scheduled for December 4 by one week to allow additional time for the Governance Committee to finalize its recommendations. The new meeting date for the full Board conversation is December 11.
- Beth and Mary noted that new appointees should be officially onboarded to Humanities Montana's Board at the start of the new year.
- The committee discussed Humanities Montana's priorities for strengthening programs, fundraising, and governance through the engagement of both new and continuing members. It was recommended that the Board's current priorities be shared with both new and past applicants.
- Committee members agreed to contact previous applicants to confirm their continued interest and request updates; both new and past applicants will be considered for appointment.
- Mary emphasized that strong candidates should demonstrate the ability to support Humanities Montana through governance, storytelling, and fundraising.
- Jen requested clarification on current programs; John provided an overview of the Montana Center for the Book, Montana Poet Laureate, and One Book programs.
- The committee agreed to begin outreach to the 2025 and 2022 applicants within the next week and noted that all applications received by November 15, 2025, will be considered.
- Contact information, the Board Priority List, and other relevant materials will be uploaded to the Board Portal and distributed to committee members via email.

- The committee scheduled its next meeting for November 18 at 11:30 a.m. to finalize Board appointment recommendations.

The meeting adjourned at 12:33pm.

Humanities Montana
Governance Committee Meeting Minutes
December 2, 2025

Present: Beth Sullivan, Jen Corning, Mary Hernandez, Ray Ekness, Karen Rieff, John Knight

Absent: Glory Blue Earth

Meeting convened at: 10:03pm

From the discussion:

After consideration of the full pool of applicants for 2026 board appointments, the committee reached agreement on a slate of four candidates to recommend to the full Humanities Montana Board of Directors. The committee moved to select the applicants to reflect a balance of experience, statewide representation, and alignment with current HM priorities. The candidates recommended for appointment are:

- Sara Bruya, Missoula
- Slaven Lee, Missoula
- Precious McKenzie, Billings
- Jaci Webb, Billings

These recommendations will be brought forward at the next Board meeting on December 11, 2025.

Meeting adjourned at: 10:48am

Humanities Montana

Board Finance & Audit Committee Meeting

January 21, 2026

Present: Esther Beth Sullivan (Chair), Ray Ekness (Board Chair), David Cates, Tim Wilson, Sara Bruya, John Knight (Interim Executive Director)

Meeting called to order at 11:00am

Agenda:

- Review of FY25 Profit and Loss, and Balance Sheet Statements
- Review of FY25 Federal Finance Report
- General budget updates
- Meeting Schedule for 2026

Beth asked the Finance & Audit Committee to approve the proposed meeting agenda. Tim Wilson moved to approve; David Cates seconded; the motion carried.

Beth then asked John to provide an overview of the FY25 Profit & Loss (November 1, 2024–October 31, 2025) and FY25 Balance Sheet for the same period. John reviewed FY25 federal grant receipts and expenditures, donation totals, and overall expenses.

John reviewed the Federal Financial Report to be submitted to the NEH in January, walking the committee through his calculations and justifications for the reported figures. Discussion focused on confirmation that the required NEH 1:1 cost-share match was met both in FY25 and cumulatively for the prior fiscal period.

Committee members raised questions about the format of the financial documents and requested that future reports be more legible. Tim recommended including a one-page summary with the reformatted reports. Beth recommended that both the summary and reports be added as an addendum to the meeting minutes.

Updates to the budget were discussed including:

- The committee noted that the \$50,000 Mellon Match funds that were requested were expected to be deposited.
- Awarded grants were reviewed, including partial funding from the Susan Scott Heyneman Foundation and the MT250 Commission.

- John discussed the possibility of NEH funding being restored in FY26, noting that current legislation has passed the House and Senate and is awaiting the President's signature.
- John also noted that the budget may be further updated in the spring as outstanding grant requests and fundraising efforts are finalized.

The committee recommended that an updated FY26 budget be developed prior to the February full board meeting. John confirmed that he would share a draft budget with the committee, along with a budget summary and updated financial reports. Beth noted that the updated budget must be included in the February board meeting packet and distributed two weeks in advance for agenda approval.

Beth reviewed the upcoming Finance Committee meeting schedule, confirming the following meeting dates and times: April 29 at 11:00 a.m., May 6 at 11:00 a.m., and September 2 at 11:00 a.m.

Meeting adjourned at 11:56am.

Addendum

The following reports were requested by the committee to be formatted and added to the meeting minutes document:

- Budget Summary
- FY23–25 P&L Statement
- FY25 P&L Statement:
- FY 26 Current-to-Date P&L Statement
- FY25 Balance Sheet
- Current-to-Date Balance Sheet
- FY26 Approved Budget
- Updated FY26 Budget

Executive Director's Report

February 2026

It is an honor to have returned to Humanities Montana as Interim Executive Director during a period of opportunity for the organization. During my earlier tenure as Programs Director, I came to deeply believe in the power of the public humanities in Montana and in the importance of sustaining the state's rich traditions of literature, history, civics, and culture. That experience continues to shape my leadership and anchors my commitment to our mission.

I have had the privilege of working closely with Beth in her roles as the 2025 Board Chair and now the Finance Chair, and with Ray as Board Chair. Their thoughtfulness and encouragement towards my vision of our organization continues to guide us through uncertainty and toward renewed stability in 2026. While we remain a lean organization compared to previous years, our statewide reach still connects communities across all regions of Montana, bringing humanities programming, dialogue, and learning to audiences throughout the state.

Over my first three months at the helm, my focus has been on stabilizing the organization, strengthening core systems, and setting a thoughtful path toward long-term resilience. This work has centered on guiding the continued transition of our financial systems, preparing for the FY25 audit, and ensuring timely completion of key federal compliance requirements, including the Annual Activities and Outcomes Report, the Federal Financial Report, and other required NEH reporting. With support from the Federation of State Humanities Councils, I have started working with a development consultant to help guide fundraising efforts in 2026 and beyond.

Alongside this work, I have collaborated closely with board leadership and trusted humanities advisors to bring greater clarity, consistency, and confidence to our financial and operational processes. In partnership with Program Development Director Jenny Bevill, we are taking a fresh look at how our programs are delivered and reported, and how we can best support our communities, while strengthening operations, fundraising, and statewide partnerships for the long term.

Together with the board and staff, we have begun shaping a renewed vision for Humanities Montana, one grounded in financial sustainability, broad access, and meaningful community impact. These efforts are helping HM not only regain its footing, but move forward with clarity, confidence, and purpose in service to communities across the state.

Federal Funding Outlook & NEH General Operating Support

Over the past quarter, the federal funding landscape has shifted in ways that meaningfully improve the long-term outlook for Humanities Montana and the national humanities network. Following a period of deep uncertainty, renewed congressional support has reopened pathways for funding in FY26. HM has moved to continue engaging with the federal funding processes and position the organization for restored funding in 2026.

Key Points

- Bipartisan minibus appropriations package passed by Congress restores NEH funding; timelines remain fluid for funding availability
- FY26 NEH General Operating Support (GOS) application in progress
- Ongoing coordination with NEH leadership and Federation of State Humanities Councils
- Federal funding represents a critical pathway toward staff stability and program continuity beyond 2026

Organizational Stabilization & Financial Health

Following the loss of federal operating support, the organization entered a period of disciplined financial management, cautious budgeting, and renewed focus on diversified revenue. Over the past several months, we have rebuilt short-term stability while laying the groundwork for long-term sustainability. These efforts are restoring financial confidence and operational momentum.

Key Points

- \$50,000 Mellon Foundation match completed
- \$15,000 FSHC professional development microgrant awarded
- Partial funding from MT250 Commission & Susan Scott Heyneman Foundation for programs awarded
- Active cultivation with Murdock Trust, Washington Foundation, Headwaters Foundation
- FY26 projected revenue \$583,710; expenses \$549,973; projected surplus \$33,737
- Current cash runway: 8 months, expected to extend as grants are realized
- Completed migration to QuickBooks Online, improving reporting and compliance
- Continued budget reconciliation with contracted accountant

Audit & Federal Compliance Status

Reestablishing strong financial controls and federal compliance has been a central organizational priority. This work is essential to restoring funder confidence, ensuring audit readiness, and preparing for the upcoming NEH site review. Significant progress has been made across all compliance and reporting areas.

Key Points

- FY25 independent audit preparation underway
- Full reconciliation of accounts and documentation cleanup complete for FY25
- NEH reporting in process, including:
 - Annual Activities & Outcomes Report - due Feb 28, 2026

- Federal Financial Report (SF-425) - Submitted Jan 26, 2026
 - GOS grant interim closeout documentation - All other reports submitted in late Dec 2025
- Strengthened programs data, impact, and cost-share tracking following loss of funds in 2025
- Preparation underway for NEH Site Review, scheduled for summer 2026

Governance & Organizational Systems

Strengthening board infrastructure has been foundational to restoring institutional clarity and leadership capacity. This work supports transparency, accountability, and effective strategic oversight during a period of rebuilding in accordance with the by laws.

Key Points

- Onboarded new board members and refreshed committee structure
- Worked with Lieutenant Governor to bring new Governor's appointees onto board
- Reorganized board cost share documentation

Program Development

FY26 marks a careful and intentional relaunch of Humanities Montana's core programs, guided by a strategy of fewer, stronger initiatives with deeper statewide impact. Program development is closely aligned with fundraising capacity and operational sustainability.

Key Points

- Democracy Project: Expanded leadership role within Montana Civic Learning Coalition
- Poet Laureate Program: Statewide relaunch and public events starting in Jan 2026
- Our Montana Voices: MT250-aligned speakers bureau to launch in March 2026
- One Book Montana: FY26–27 planning underway

Fundraising & External Relations

Fundraising and relationship-building have become central pillars of HM's recovery strategy. Renewed outreach efforts are strengthening donor confidence, expanding partnerships, and building long-term philanthropic infrastructure.

Key Points

- Launched donor communications through appeals, e-blasts, newsletters, and social media alignment between programs and fundraising
- Expanded foundation and statewide partner engagement

- Strategic fundraising planning launched via FSHC microgrant; ongoing development consulting with Alliance Philanthropy
- Onboarding board engagement in development efforts through Programs and Outreach committee, and through proposed fundraising roadmap

Looking Ahead: Spring–Summer 2026 Priorities

Humanities Montana enters the coming months with renewed momentum, increasing stability, and expanding opportunity. Our strategic focus will center on funding restoration, governance strength, and statewide impact, while ensuring staff workloads remain sustainable to support organizational stability and program excellence.

Key Priorities

- Secure operational funding
- Complete audit and NEH compliance cycle
- Expand MT250 and civic learning partnerships
- Prepare for NEH funding restoration and site review

Program Report

Feb 21, 2026 Board Meeting

Overview:

Programs at Humanities Montana continue to grow, adding the launch of the 2025-27 Poet Laureate, Allen Morris Jones, and expanding to introduce a new program: Our Montana Voices, a mini speaker bureau funded by the Montana 250 Commission.

With limited funding and staff capacity, Humanities Montana's strategy continues to be to lean into partnerships so that we can serve as many constituents as possible, and to use programmatic storytelling to support fundraising efforts.

The Humanities Montana website and social media make our programmatic offerings accessible, and our story visible to participants and potential donors.

The Democracy Project

This award-winning, teen-led, non-partisan civic education and engagement initiative continues in its fifth program year with 7 full program sites: Circle, Wibaux, Miles City, Billings, Pryor, Boulder and Columbia Falls. The program poses the questions: What in your community needs to be changed or be preserved? And, How does a citizen go about that work? All sites are working on civic education, media literacy, and understanding our Montana Constitution. Examples of teen-led projects include: teen driver safety, afterschool care, cleaning out irrigation ditches, tree planting, Indigenous voting rights, Holocaust education, addressing food insecurity, and teen mental health support. The Democracy Project is always situated in libraries as foundational democratic institutions.

Six soft launch sites in Gerladine, Great Falls, Conrad, Butte, Polson and Forsyth have begun preparing teen engagement plans with achievable goals to build teen audiences at their library and be ready to apply to join the full program in the future.

Montana Center for the Book: Great Reads from Great Places

Fulfilling our commitment as an affiliate Center for the Book of the Library of Congress, Humanities Montana is collecting nominations for the 2026 Great Reads from Great Places authors; both youth and adult selections. Each Center for the Book chooses two Great Reads from Great Places titles to represent their state at the annual National Book Festival

in Washington, DC. The 2025 selected titles and authors have been traveling the state promoting community conversations via book clubs in public libraries and schools.

One Book Montana

We are at about the mid-point of the re-launch of a statewide read which Humanities Montana previously ran from 2003-2011. Twenty-two book clubs have convened across the state serving the public, college and high school faculty, and museum-goers, to read and study the 2025 adult Great Reads from Great Places selection, “Becoming Little Shell: A Landless Indian’s Journey home” by 2023-25 Montana Poet Laureate and multiple award winner Chris La Tray (Métis). Clubs are utilizing the 5 book clubs kits and over 700 audiobook listens provided by Humanities Montana. Almost 200 books have been purchased using publisher discounts negotiated by Humanities Montana on behalf of libraries. The goals of One Book Montana are to promote literature and literacy of Montana, foster community conversations, and inspire learning, curiosity, connection, and enjoyment. Partnerships are forming to welcome more readers, for example, between the Livingston-Park County Public Library and the Elk River Arts Center in Livingston, Montana.

Youth Great Reads winner Janet Fox, author of “The Mystery of Mystic Mountain” is working her way through over 20 requests for books and school visits. OBMT has been a successful vehicle to promote the Great Reads from Great Places winners and build community with readers across the state, as well as to sustain relationships with librarians.

Montana Poet Laureate

The 2025-27 Montana Poet Laureate Allen Morris Jones of Bozeman has been onboarded as a Humanities Montana speaker. The state poet is appointed by the governor. Jones has already begun traveling the state with programs in Bozeman and Winnett. Humanities Montana will continue the traditional collaboration with the Montana Arts Council, as well as the Susan Scott Heyneman Foundation and the Montana Cultural Trust to support the Poet Laureate’s honoraria and travel expenses.

Our Montana Voices

Traveling to communities of all sizes, the Our Montana Voices program will expand access to humanities and civics education. The program aligns closely with MT250’s goals of increasing awareness of shared history, celebrating Montana and America’s heritage, and

strengthening connections through storytelling and education. Drawing on their expertise in history, culture, civics, and Indigenous knowledge, eleven speakers will work closely with HM staff and host sites to tailor content for audiences across the state. Their talks are organized into three core themes: Montana History and Culture, Indigenous Culture, and Civics. This program will launch in March 2026 and run through September 2026.

Montana Civic Learning Coalition

The Montana Civic Learning Coalition is an emerging, nonpartisan group with plans to assess the current state of civics education in Montana both in academic and public spaces, bring together stakeholders to share resources, and develop new collaborations without duplicating efforts. The goal is to increase opportunities and participation in civic education statewide.

Humanities Montana has assumed leadership of this statewide coalition with the support of longtime partner Civics Under the Big Sky and Friends of the Montana Constitution. This leadership role will position HM to expand our partner network, increase our visibility statewide and nationally, and position the organization well for fundraising. Leadership of this group includes monthly national cohort calls with iCivics, a non-partisan, civic education platform, and leadership from the other 40 state coalitions.

The initial Montana Civic Learning Coalition zoom occurred on January 27, 2026 and was led by HM and attended by over 20 individuals representing organizations including the Montana 250 Commission, The Mansfield Center (UM), the Montana State Library, the Montana Commission for Social Studies (MSU), Upper Seven Law, Empower Montana, the Missoula Public Library, the Billings Public Library, The League of Women Voters, the Getting Better Foundation, and others. Not present but committed to the group are representatives from the Office of Public Instruction, the Montana Historical Society, the Montana Social Studies Commission, and the ACLU.

BOARD ORIENTATION AGENDA

Welcome, introductions, mission, and history • Introductions • Brief history (5 mins) • Contact list of board members and officers with terms • Mission, and how we translate that into programs/grants, “On Advocacy”	Ray Ekness 15 mins
Board Responsibilities: Duties and Structure • Board expectations: Responsibilities; fundraising role • Officer duties • Committee assignments, current chairs and members	Ray Ekness or Glory Blue Earth 10 mins
Board Responsibilities: Processes • Board meetings: agenda structure and minutes • Minutes and public comment • Preparation for meetings • Practicing governance: “Big” decisions, policy setting, checks and balances, board culture, meaningful involvement	Ray Ekness 10 mins
Questions and Reflection • Hopes for your board experience and contributions. • Check-in: After first board meeting	Ray Ekness John Knight 10 mins
Break	15 mins
About the Organization • Impact map • Organizational chart • Information about the NEH and Federation of State Humanities Councils	John Knight 10 mins
About the Organization: Financial Overview • Operating budget, balance sheet, functional budget/year-to-date actuals • IRS Form 990 and Annual Audit • Funding sources • NEH cost share	John Knight 10 mins
Legal Framework and Guiding Documents • NEH founding legislation • By-laws – important highlights • Policies and Procedures: Board, Financial, Personnel, Safety/Risk Management • Directors and Officers Insurance Coverage	Ray Ekness John Knight 10 mins
Questions • Closing and Thank You!	10 mins



Humanities MONTANA

BOARD HANDBOOK

Humanities Montana 2026 Board Handbook

This handbook is meant to provide an overview of: Humanities Montana’s mission, programs, and operation; board responsibilities; and background about the NEH and Federation of State Humanities Councils. Appendices include documents and references that guide the board’s governance, decision-making, and yearly planning.

Contents

Who We Are	1
Board Overview	2
Board Responsibilities	3
2026 Board Roster	4
Connecting with Humanities Montana	5
Definitions of the Humanities	6
Excellence in the Humanities.....	7
Grants Overview	9
Grants Categories	10
Guidelines for Considering Grants	11
To Grant or Not to Grant?	12
Grants – Recent Changes	14
Programs Overview	15
Past Programs of Note	19
Finance Overview	21
Development & Fundraising Overview	23
Humanities Montana Publications & Outreach	24
National Endowment for the Humanities	25
NEH Founding Legislation	28
Federation of State Humanities Councils	29

Appendices

- I. Restated Bylaws (2025)
- II. Restated Articles of Incorporation (2012)
- III. Board Code of Ethics Conflict of Interest Policy
- IV. Board Code of Conduct
- V. Whistleblower Policy
- VI. 2026 Board and Staff Contact List
- VII. 2026 Board-Level Strategic Aspirations

Who We Are

Humanities Montana is an independent, nonprofit (501(c)(3)) organization formed in 1972.

Its formation followed the landmark establishment of the National Foundation on the Arts and Humanities Act of 1965. It was first known as the Montana Committee for the Humanities and later renamed Humanities Montana.

Humanities Montana is Montana's affiliate of the National Endowment for the Humanities (NEH).

Under the umbrella of the NEH, Humanities Montana funds an extraordinary range of humanities-focused projects and organizations across the state. Humanities Montana also actively seeks donations from individuals and foundations to support its programs and activities.

Mission

Humanities Montana serves multicultural communities through stories and conversation. We offer experiences that nurture imagination and ideas by speaking to Montanans' diverse history, literature, and philosophy.

Vision

To achieve our goal, Humanities Montana:

- *provides programs that tell our diverse stories*
- *facilitates conversations about the most pressing issues*
- *supports Montana's cultural institutions through grants and partnerships*
- *offers humanities such as history, literature, and philosophy to nurture memory, imagination, and ideas*

Guiding Principles

Digested from a wide range of ideas generated during the September 2024 board discussion of Humanities Montana's guiding principles, a few thoughts that ground the work of the organization and its board . . .

Engagement with the humanities is intrinsically valuable. At the heart of our nation, the humanities have the transformative power to change people's lives for the better.

Connecting Montanans through the power of storytelling strengthens a sense of belonging. Montana is a diverse state – geographically, politically, ethnically, experientially, and culturally. All Montanans have stories that deserve to be found and told. Together, our many histories and stories make our state distinct, resilient, and compelling.

Supporting and promoting high quality public humanities programming engages communities, encourages lifelong learning, and empowers civic involvement. Locally relevant humanities programs bring Montanans together to build personal relationships and a sense of community connection.

Effective stewardship of our resources establishes trust and integrity with those we serve and furthers the mission of Humanities Montana. Humanities Montana demonstrates its compliance, transparency, and accountability through sound organizational management and active board governance. Board members bring diverse perspectives and strengths to the organization, working collaboratively and respectfully to ensure the future of Humanities Montana.

Board Overview

The board serves as a nonprofit governing board with fiduciary responsibility. The board approves organizational policies and annual budgets, approves grants and programs, and employs an executive director. The Board is also involved in outreach on behalf of the organization to assist in furthering Humanities Montana's mission and fundraising efforts.

The board is governed on the basis of its Restated Bylaws (2025). Board members are held to a Code of Ethics Conflict of Interest policy, Code of Conduct policy, and Whistle Blower policy. All of these can be found in the appendices of this handbook.

The Humanities Montana board consists of 11-15 directors representing a range of diverse interests and expertise from across Montana. The governor appoints up to 25% of the board's directors; other directors are nominated and elected as needed by the full board.

Elected directors have renewable three-year terms. Gubernatorial appointees' terms are co-extensive with the elected governor's term(s). The term normally begins on January 1 of the first year and runs through December 31 of the final year.

Each year, board members select committee preferences and indicate interest in the board chair and vice chair leadership roles. At the fall board meeting, the next year's chair and vice chair are elected, and standing committee assignments are approved.

The board has three regular meetings per year held at various locations in the state. Special meetings can be convened with adequate notice, facilitated online.

Each regular board meeting spans a Friday-Saturday timeframe. Sessions on Friday usually feature community outreach, board training or work sessions, and informal board gatherings. Saturday morning is considered the business meeting. Meetings are routinely scheduled as follows:

- Winter board meeting occurs the Friday-Saturday after President's Day in February.
- Spring board meeting occurs the Friday-Saturday after Memorial Day in May/June.
- Fall board meeting occurs the last Friday-Saturday of September.

Standing committees meet online at least once (or more as needed) prior to each of the three regular board meetings.

Directors are encouraged to attend the National Humanities Conference (held each November) and Humanities on the Hill (held in early March) as funds allow. Both of these events are sponsored by the Federation of State Humanities Councils.

The Humanities Montana website is considered the public's informational hub for the organization. The website includes a range of resources including but not limited to organizational news, grants guidelines, programs descriptions, calendar of events, and required tax and finance documents.

Also on the website, there are two board portals requiring logins. Directors can find board-specific resources and documents posted in the *Board Portal*. Grants are evaluated through the *Grant & Program Portal* of the website. For access to either of these portals, contact the Executive Director.

Board Responsibilities

General responsibilities of Humanities Montana board of directors . . .

Determine Humanities Montana's mission and purposes

The board, acting as a group, establishes the mission of the organization, periodically reviews the mission statement and revises it when necessary.

Engage in strategic planning and review organizational metrics

The board sets the strategic vision for the organization and determines how the organization should meet new opportunities and challenges. The board reviews consistently reported metrics to guide planning.

Assure the mission-orientation of the organization's programs and services

The board assures that the organization's programs and services are consistent with its mission and periodically evaluates these programs and services to ensure their quality and effectiveness.

Ensure effective fiscal management

The board reviews, approves, and monitors the organization's budget and oversees the annual audit.

Select and support the executive director and periodically review his or her performance

The board establishes the duties of the executive director, conducts a careful search when the position is open, respects the responsibilities that are distinct to the executive director, and provides constructive feedback through annual performance evaluations.

Promote effective policies

The board works with the executive director to develop effective personnel policies, promoting transparent oversight with the staff. The board entrusts the executive director with implementation of personnel policies.

Select and orient new board directors

The board includes individuals who contribute critically needed skills, experience, perspective, wisdom, and time to the organization. Directors identify needs on the board, recruit prospects, and orient new directors to the organization.

Support Humanities Montana's fundraising endeavors

Directors approve an overall fundraising strategy, support the organization's fundraising endeavors, identify new prospects for financial support, and assist in recognizing and thanking donors. *The board aspires to 100% of its members contributing cash donations to the organization, no matter how small or large.*

To ensure their own effective and efficient participation, directors:

- Understand the current bylaws
- Prepare for, attend, and participate in board and other meetings
- Disclose any conflicts of interest in a timely fashion, typically absenting themselves from discussions and actions in which they are personally involved or have a personal interest
- Honor by the code of conduct

2026 Board Roster

Glory Blue Earth (2028)*
Helena

Precious McKenzie (2029)#
Billings

Sarah Bruya (2029)#
Great Falls

Karen Reiff (2026)#
Great Falls

David Cates (2028)
Missoula

Esther Beth Sullivan (2027)
Billings

Jennifer Corning (2027)
Billings

Jaci Webb (2029)*#
Billings

Ray Ekness (2028)
Missoula

Tim Wilson (2026)#
Roscoe

Slaven Lee (2029)#
Missoula

(year) following each director's name indicates term expiry year

** indicates governor's appointee, with renewable term at the governor's request through 2027*

indicates elected director with the option for renewable term

2026 Board Leadership & Committees

Board Chair – Ray Ekness

Board Vice Chair – Glory Blue Earth

<i>Program and Outreach (ad Hoc)</i>	<i>Finance Committee</i>	<i>Governance Committee</i>
TBD (chair)	Esther Beth Sullivan (chair)	TBD (chair)
Slaven Lee	David Cates	Glory Blue Earth
Jaci Webb	Sarah Bruya	Precious McKenzie
(Ray Ekness*)	Tim Wilson	Jennifer Corning
	(Ray Ekness*)	Karen Reiff
		(Ray Ekness*)

The Executive Committee is comprised of the chair, vice chair, chairs of each of the standing committees, and executive director. For 2026, that includes: Ray Ekness (chair), Glory Blue Earth (vice chair, Governance Committee chair), Esther Beth Sullivan (Finance and Audit Committee chair), TBD (Program and Outreach ad Hoc Committee chair), an dJohn Knight (Interim Executive Director).

**The board chair sits on each standing committee as ex-officio. If needed for a quorum, the chair can vote on matters before the committees.*

Connecting with Humanities Montana

Contact

HUMANITIES MONTANA

311 Brantly, Missoula, MT 59812-7848

Telephone (406) 243-6022

Email: info@humanitiesmontana.org

Website: www.humanitiesmontana.org

Staff

JOHN KNIGHT

Interim Executive Director

john.knight@humanitiesmontana.org

JENNIFER BEVILL

Program Development Director

jennifer.bevill@humanitiesmontana.org

Board “Paperwork” Responsibilities

Cost Share

- ⇒ Humanities Montana asks each board member to track the time he/she spends on HM activities and business. This is crucial, as your contributed time can be counted to meet the NEH regulation for matching funds.
- ⇒ The form can be found in the Board Portal of the HM website.
- ⇒ **Please complete the form once a month.**

Expense Form

- ⇒ Following each board meeting, please submit the Expense Form, documenting expenses incurred while attending a regular board meeting.
- ⇒ The form allows for reimbursement from HM or donation of the expenses for tax purposes.
- ⇒ The form can be found in the Board Portal of the HM website and is included in handouts for each board meeting.
- ⇒ **Please complete the form at the board meeting.**

Board Meeting Survey

- ⇒ At each board meeting, a survey form is included to get members’ impressions of the meeting.
- ⇒ This helps us to plan for next meetings and to be responsive to board members’ concerns or interests in the meetings.
- ⇒ **Please complete the form at the board meeting.**

Contact the executive director for assistance with any of these important processes!

Definitions of the Humanities

CONGRESSIONAL DEFINITION

In the congressional legislation that established the National Endowment for the Humanities, the term humanities includes, but is not limited to, the study of the following disciplines:

history; philosophy; languages; linguistics; literature; archaeology; jurisprudence; the history, theory, and criticism of the arts; ethics; comparative religion; those aspects of the social sciences which have humanistic content and employ humanistic methods; and the study and application of the humanities to the human environment with particular attention to reflection on our diverse heritage, traditions, and history and to the relevance of the humanities to the current conditions of national life.

NEH'S OBSERVATIONS

Humanities deals with what is fundamentally and essentially human, the attributes which distinguish human beings from all other natural beings: self-consciousness, language, reason, creativity, human values and aspirations, and the products of all of these. The humanities concern themselves with the experience of being human--explore it, analyze it, interpret and refine it while at the same time adding to it. At the core of the humanities are questions of value and justification, meaning and interpretation.

The study of the humanities promotes the development of many important skills and capacities which are applicable to any subject matter and which are useful throughout our public and private lives. Although the humanities are not the only subject areas which promote them, these skills and capacities are a central concern and a primary focus in all humanities disciplines. They include the following:

- Critical thinking (reasoning, organizing ideas, making distinctions, recognizing important similarities, grasping what is essential);
- Decision making (maturity and refinement of judgment, ability to give good reasons);
- Communication (clear, cogent expression of ideas and beliefs, ability to say and write what one means);
- Self-understanding (ability to locate oneself culturally, ethnically, religiously, politically);
- Valuation (ability to deal rationally with questions of value, to set priorities and balance competing ideals);
- Integrative understanding (ability to synthesize learning, make relevant connections among a diversity of subjects);
- Cross-cultural awareness (capacity for mutual understanding, tolerance, and the rational resolution of conflicts);
- Aesthetic sensibility (capacity for the appreciation of fine art, music, literature, and the beauty of the natural world);
- Civic responsibility (the ideals of truth, justice, and respect for persons are implicit in the study of the humanities).

NATIONAL HUMANITIES CENTER

From an academic standpoint, the humanities include the study of history, philosophy and religion, modern and ancient languages and literatures, fine and performing arts, media and cultural studies, and other fields. Humanities research adds to our knowledge of the world, as scholars investigate differences between cultures and communities around the world and across time, consider the ways art is made and received, or unveil the undercurrents that have shaped history.

Humanities education encourages students to think creatively and critically, to reason, and ask questions. And, as the humanities offer insight into nearly every aspect of life, they have been considered a core element of a well-rounded education since ancient times.

Put simply, the humanities help us understand and interpret the human experience, as individuals and societies.

Excellence in the Humanities

The excellence of Humanities Montana has been recognized across the state, in grateful communities, and through evaluation processes like audience surveys.

Nationally, Humanities Montana has a remarkable record of official recognition for its excellent programming. Humanities Montana has received multiple Schwartz prizes, bestowed on behalf of the Federation of State Humanities Council and National Humanities Alliance at their annual National Humanities Conferences.

Schwartz Prize

The Helen and Martin Schwartz Prize, created in 1981, is awarded annually at the National Humanities Conference, sponsored by the Federation of State Humanities Councils and National Humanities Alliance.

The prize honors projects that exemplify excellence in humanities programming, appeal to a large, special or previously underserved audience, or make use of new or creative formats.

The Schwartz prize – with nominations from across the United States and awardees chosen from a highly competitive process – is the premier national recognition for excellence in the public humanities.

Humanities Montana has been recognized with the Schwartz Prize on multiple occasions:

- In 1984, a Montana Committee for the Humanities (MCH) regrant, “LOGON ‘83,” codirected by Montana State University-Bozeman professors Lynda and Michael Sexson, won the Schwartz Prize.
- In 1994, MCH’s “Montana This Morning 1993-95” television program received this award.
- In 2000, MCH won its third Schwartz Prize, for the 1999 regrant project “The Bozeman Trail Heritage Conference,” sponsored by the Montana Historical Society.
- In 2004, MCH won its fourth Schwartz Prize for the conference “Confluence of Culture: Native Americans and the Expedition of Lewis and Clark,” sponsored by The University of Montana and the Montana Lewis and Clark Bicentennial Commission.
- In 2009, Humanities Montana was recognized with its fifth Schwartz Prize for its “Public Affairs Initiative,” a series of Public Affairs programs largely funded through a special U.S. Department of Education appropriation.
- 2015 saw Humanities Montana receive its sixth Schwartz for “Hometown Humanities,” a program that brings intensive engagement with a single community for a year.
- In 2024, Humanities Montana received its seventh Schwartz for the “Democracy Project,” a teen-led initiative supported by libraries, community partners and HM, that gives teens the resources to meet community needs while learning their role in an evolving democracy.

Board of directors and all of Montana can take pride in the work of Humanities Montana as evidenced by this national recognition.

Grants Overview

A primary function of Humanities Montana is . . .

- *regranting funds from the NEH and other sources,*
- *in the form of subawards to nonprofit organizations in Montana,*
- *in support of public programs in the humanities.*

Eligible organizations and individuals may apply for Humanities Montana subawards in support of projects in any of the following categories or formats as long as the project has a strong humanities component. This list is not exhaustive. We encourage innovation!

Storytelling

Historical Analysis

Public Writing Workshops

Literacy Programs

Philosophical or Ethical Inquiry

Interpretation at Historic Sites

Interpretation at Museum Exhibitions

Book Festivals

Public Book Clubs

Oral History

Exhibitions and Exhibition Catalogs

Speaker and Lecture Series

Language Revitalization Projects

Manuscript, Publication, and Book Projects

Panel Discussions

Community Conversations

Teacher Institutes and Workshops

Reading and Discussion Programs

Conferences, Symposia, Chautauqua,

Workshops, Institutes

Film and Documentary Production

Digital Storytelling

Radio Programs and Podcasts

Research Fellowships

Research in Literature, Arts Appreciation,

Philosophy, Cultural Traditions, Historical

Figures and Events

Community Development

Grants Management System

According to established timelines and grant categories, board members provide the initial review of grant proposals. To facilitate that review process, Humanities Montana uses Bozeman-based, online Foundant Technologies for grant application, reporting, reviewing, and administration. Board members access Foundant through the Grant & Program Portal on the Humanities Montana website, requiring login credentials. For assistance, contact the Grants and Evaluations Director. Orientation for board members to Foundant and all grants processes occurs each January.

Review Process

After initial review through Foundant, scores are forwarded to the Grants Committee for further review. The committee considers the scores along with other factors and recommends funding of worthy proposals. That recommendation goes to the full board, which in turn, makes final determinations regarding subawards to be funded (and at what level of funding). Records of these deliberations are found in committee and board minutes.

Evaluation Criteria

The merit of a proposal is determined initially by using a scoring rubric focused on the following criteria in relation to Humanities Montana's mission:

- *Compliance & Eligibility* – eligibility to receive funding, completeness of application
- *Significance* – value to MT communities, responsiveness to a need or gap in knowledge, skills, and understandings
- *Strategic Alignment* – in line with HM's mission and strategic goals
- *Quality* – quality of the work plan, measurable realistic goals, evaluation efforts, achievable timeframe
- *Feasibility* – realistic budget and project costs, likelihood of achieving goals

Grant evaluation criteria and guidelines are posted on the Humanities Website (for the public) and through the Grants & Program Portal (for grants administration).

Grants Categories

As of 2026 and due to the loss of Federal Grant funds from the NEH, there are no grant categories through which Humanities Montana distributes subawards. Past grant categories in FY25 included:

Category	Amount	Timeline, Process, Number of Awards
<i>Mini-Grant</i>	Up to \$2,000	• Rolling submissions • Awards are determined by the executive director and board chair (or designee) • 1 subaward is given per month
<i>Community Project</i>	\$2,000 - \$10,000	• Proposals are considered in 3 rounds per year; due on April 1, August 1, and December 1 • Proposals are reviewed by board members, the Grants Committee, and then the full board at the winter, spring, and fall meetings • Number of awards is determined by amount of available funding and strength of the proposals
<i>Film + Video</i>	\$2,000 - \$10,000	• Proposals are due August 1 • Proposals are considered for any of three phases of production: Stage one—research and script development (funded at up to \$8,000); stage two—principal photography, source material acquisition, rights clearance (up to \$10,000); stage three—completion of the product including post-production (up to \$10,000) • Proposals are reviewed by board members, the Grants Committee, and then the full board at the fall meeting • Number of awards is determined by amount of available funding and strength of the proposals
<i>Public Research Fellowship</i>	Up to \$4,000	• Proposals are due December 1 • Proposals are reviewed by board members, the Grants Committee, and then the full board at the winter meeting • 3-4 awards are given per year
<i>Big Sky Reads</i> (part of “Montana Center for the Book” program)	Up to \$500	• Rolling submissions • Number of awards is determined by amount of available funding

Guidelines for Considering Grants

All Humanities Montana funded projects MUST:

- Focus on clearly defined humanities theme(s) and build on sound humanities scholarship
- Deepen public understanding of significant humanities questions
- Approach a subject analytically, presenting a variety of perspectives
- Involve humanities scholars (academic, professional, or subject-expert) in all aspects of the project; all projects require at least one confirmed subject expert
- Employ appealing and accessible formats that will actively engage the general public in learning
- Demonstrate support and involvement of communities and cultures represented in project content and activities or specifically address why they are not involved (e.g., projects that involve Native American communities or cultures must include letters of support from participating scholars, researchers, and/or program participants from that specific community outlining their involvement)

Humanities Montana CANNOT fund:

- Projects that present a one-sided, uncritical treatment of an issue
- Projects that focus on personal instead of public concerns
- Promotion of a particular political, religious, or ideological point of view
- Political advocacy or advocacy of a particular program of social or political action
- Support of specific public policies or legislation
- Lobbying
- Obscene, libelous, indecent, or defamatory content (including hate speech, personal attacks, or material constituting harassment)
- Non-public meetings of organizations (although Humanities Montana will consider funding programs open to the public but held in conjunction with a group's meeting)
- Construction, restoration, or operating expenses of existing organizations (including building materials and construction of exhibits)
- Equipment, property, or other capital purchases
- Museum or library acquisitions, except in unusual circumstances
- Creation and performance of arts programs*
- Projects that would raise funds for profit-making groups or commercial purposes
- Meals or refreshments for an audience
- Alcoholic beverages or entertainment costs
- Candidates running for political office
- Fiscal agent and fiscal sponsor fees
- Costs for activities performed by federal entities or personnel
- Projects that fall outside of the humanities; the creation or performance of art; creative writing, autobiographies, memoirs, and creative nonfiction; policy studies; and social science research that does not address humanistic questions and/or utilize humanistic methods

Subawards MAY NOT be used for the following purposes:

- Outreach and engagement events and other distribution activities completed before the approved project start date or after the project end date (period of performance/grant term) included in formal subaward partnership agreements
- General operations, renovation, restoration, rehabilitation, or construction of station or production facilities
- Preservation or cataloging of materials and collections
- Indirect project expenses, including executive director/CEO salaries, exceeding 15% of the total award amount unless the organization has a federally negotiated indirect cost rate (NICRA). If the organization has a federally negotiated indirect cost rate, Humanities Montana must use the negotiated indirect cost rate for the purposes of this award. The applicant will need to upload a copy of their NICRA agreement with their application if this applies.

To Grant or Not to Grant?

Many considerations go into whether or not a proposal should be funded by Humanities Montana. Some of those considerations aren't cut and dry. Here are a few further thoughts to consider in reviewing grant proposals. Unless otherwise noted, these ideas come from Federation of State Humanities Councils publications.

ARTS OR HUMANITIES?

Humanities councils sometimes receive proposals that seem intended for the state arts agencies, no matter how specifically their guidelines exclude funding for performances, readings, creative writing programs, etc. Whether they decide to review some proposals jointly with the state arts agencies or not, humanities councils must set forth the criteria which distinguish their own funding criteria from those of the arts agencies. Questions such as the following may assist your evaluation of art/humanities proposals:

- Are the humanities components of the project integral to it or are they peripheral?
- How well does the scholarly (humanities) component contribute to and/or enhance the performance?
- Will the project deepen the public's understanding of the central text (play, concert, etc.) and/or will it make it more accessible to a variety of public audiences?
- Who is the intended audience? Were members of the intended audience(s) included in the planning stages of the project?
- Will the public humanities component(s) be open to the public, or will they only be available to paid audience members?

EXHIBITS AND INTERPRETATION?

Humanities councils review proposals ranging from requests for small traveling exhibits to more ambitious permanent or temporary installations in major museums. To make the best judgments possible, some councils have developed specialized exhibit guides. Besides insisting on substantive presentation of interpretive materials, councils also need to look at a variety of elements that will help to make any exhibit (large or small, temporary, permanent, or traveling) effective. In addition to exhibits, Humanities Montana funds technical assistance to museums, enabling them to improve their collections handling and development, and upgrade staff skills.

- Is an exhibit the best format for the presentation of the theme?
- What will people learn from the exhibit—is this clear from the project narrative?
- Does the proposal place the idea/theme in an historical and cultural context?
- What guarantees are there that the exhibit texts will be readable and intelligible for the proposed audiences? (Are there sample texts with size specifications, layout plans, etc. included with the proposal?)
- Will this be a high or low security exhibit? Will this affect the types of audiences that will attend the project?
- Is the theme or topic of interest to diverse or specific audiences? If it is designed for specific audiences, has the material been approached from their perspective? Have any members of the target audience been involved in the planning stages?
- What is the technical competence of the personnel involved (project director, exhibit designers)?

ADVOCACY?

Henry Gonshak (Former board member)

Humanities Montana realizes the difficulty of devising a just and workable policy on the issue of advocacy, but we also comprehend how crucial it is that we address this question directly and in all its complexity. While Humanities Montana recognizes how important it is not to allocate taxpayer money to projects that push some narrow political, social, or religious agenda, we also understand that if we demand that, in order to receive funding, projects must suppress the expression of any point-of-view whatsoever, we risk receiving proposals

which are banal and lacking in intellectual rigor. We are also committed to funding projects which express a broad range of social, political and ideological perspectives.

In short, while Humanities Montana discourages proposals which advance “advocacy” in the sense of openly calling for the implementation of a specific course of social or political action, we welcome proposals which demonstrate “advocacy” in the sense of stimulating critical reflection by employing established scholarly techniques of argumentation and persuasion.

Proposers and board members concerned about the issue of advocacy might consider some of the following questions:

- Is the proposal admirably provocative and inspiring of heartfelt emotions, without being objectionably propagandistic by stirring feelings alone at the expense of rational thought?
- Has the project avoided a highly sensationalized presentation, while using accepted standards of intellectual discourse (e.g., clarity of expression, support of views, logical argumentation, etc.)?
- Is the project balanced, thorough and open-ended enough that one's audience is critically engaged, inspired to question and challenge?
- In the case of Montana Conversations and Speakers in the Schools, has the speaker not merely tolerated but openly encouraged the voicing of contrary views from the audience?
- In the case of conference proposals, have the planners made an attempt to solicit participants representing a diversity of perspectives on the topic under discussion?
- And, adds member Joan Hoff, government or other institutional, academic, or media programs that present primarily an *establishment* point of view on any topic must be encouraged to include dissenting voices. Board, staff members, or evaluators should monitor such programs to ensure such balance.

REPEAT PROPOSALS?

Mark Sherouse (Former executive director)

The board often finds itself confronted with a “repeat” proposal, in which an organization previously funded proposes a project similar to that previously funded. One response oftentimes is to propose a policy limiting the number of times the board will fund the same project from the same organization. The board has not adopted such a policy, however, but rather considers each putative “repeat” proposal on a case-by-case basis. Key questions concerning repeat proposals are:

- Is it merely the same sponsor applying?
- Is it really the *same* project? Have there been changes in content, theme, personnel, and so on?
- Is the funding request lower than in previous proposals? Humanities Montana encourages sponsors of ongoing projects to find and nurture other sources of support, to broaden support.
- Is the audience the same as in previous proposals? Many projects that enjoy repeated Humanities Montana support are “road shows” that benefit different communities and organizations in different years.
- How *good* is the proposed project? Many board members will aver that, when something works, stay with it! The quality of a project sometimes can override those considerations that argue against “repeats.”

Grants – Recent Changes

Grants categories and evaluation criteria are reviewed annually to ensure that Humanities Montana is being responsive to community needs and interests. As part of this review, grants programs may be revised, retitled, paused, or cancelled. Significant changes to the grants programs are considered by the Grants Committee and then the full board.

Regular Grants -to- Community Project Grants: Revised and Retitled

In 2023, regular grants were retitled ‘community project grants’ to better reflect the project-orientation of the grant program (and move away from the vague sense of ‘regular’). The request range was updated to \$2,000 - \$10,000. Although grants over \$10,000 may be awarded, historically Humanities Montana has only done so on a few occasions. Proposal requests for amounts greater than \$10,000 may be addressed (with staff recommendations) on a case-by-case basis during each funding application cycle.

Opportunity Grants -to- Mini-Grants: Revised and Retitled

In 2023, with board approval, staff instituted changes to opportunity grants, retitling these subawards as ‘mini-grants.’ The request limit was increased from \$1,000 to \$2,000. Mini-grants can be submitted for consideration at any point and are approved by the executive director and board chair (or designee). Going into 2025, with the popularity of mini-grants, it was decided to review proposals on a monthly basis, awarding one grant per month.

Public Research Fellowships: Paused, Revised, Reopened

In 2024, ‘research fellowship’ grants were paused for reevaluation to consider the timeframe of the proposal process, the timeframe of the fellowship work, and the expected outcomes of the fellowship. In 2025, the category was reopened as ‘public research fellowships.’ The proposal due date was changed to December 1. The fellowship guidelines were changed to require a tighter timeframe for work accomplished during the fellowship and to require a public presentation.

Three-Year Sustaining Grants: Discontinued

In 2022, three-year sustaining grants were paused. After staff review, it was determined that three-year sustaining grants: were not meeting the needs of the proposing organizations with ongoing humanities projects; created significant budgeting challenges for Humanities Montana; and did not demonstrate successful impact on project sustainability over time. Sustaining grants previously supported ongoing programs such as radio shows that occur regularly using the same format with changing content, recurring annual programs such as festivals or national academic events, recurring lecture series, and other repeated events. Recurring programs are still eligible for subaward consideration through the community project grant category.

Grant Funding from CARES Act and American Rescue Plan Act: One-Time

In 2020 and again in 2021, Humanities Montana was designated as the state-wide agency in charge of distributing COVID rescue funds. The Coronavirus Aid, Relief, and Economic Security Act (CARES Act) passed by Congress in March 2020 resulted in over \$400,000 in funds to Humanities Montana, all of which were re-granted to cultural institutions across the state. In 2021, as part of the \$1.9 trillion American Rescue Plan, Humanities Montana distributed over \$500,000 in general operating and project-based grants to Montana’s cultural organizations that had been affected by the coronavirus pandemic. In the face of unprecedented economic circumstances, Humanities Montana served the state well with efficient, fair, and successful processes for distribution of these federal resources, which proved crucial to cultural organizations across the state.

Programs Overview

Programs are public projects that Humanities Montana staff conduct and administer apart from grants. As of 2026 and due to the loss of Federal Grant funds from the NEH, Speaker's Programs are limited and remain on pause. Private foundation and grant funded programs like the Democracy Project, One Book Montana and the Poet Laureate programs continue. It is expected that in 2026 a mini-speaker's bureau funded through the Montana 250Commission will go live. This award will fund 10 speakers to deliver 25 presentations between June-September 2026.

Historically, Humanities Montana has provided a variety of programs designed to meet various needs across the state – targeting certain age groups, geographic regions and populations, timely issues, and other focuses depending on our working strategic goals. Some programs are longstanding, others are established for a limited duration, and still others are one-off opportunities funded in part by sponsors or foundations. -

In the current climate, a focus on fundraising by staff and board is necessary to bring back programs that have been on pause due to the termination of federal funding on April 2, 2025.

Past and present programs are listed below.

Speakers Programs

Since its establishment, Montana's humanities council has curated, organized, and sponsored a speaker's bureau, featuring experts who have developed presentation and discussion programs focused on the humanities. This endeavor is Humanities Montana's largest and most popular means of bringing the humanities to all of Montana. The range of expertise represented by these excellent speakers allows for a multiplicity of humanities-based topics from which Montana schools, libraries, and cultural organizations can choose. Our speakers programs are especially effective in reaching rural audiences and offer an easy entry into a relationship with Humanities Montana.

Humanities Montana recruits and chooses new speakers on an ongoing basis. Speakers go through an application and orientation process which includes vetting their content, assistance with delivery techniques, and introduction to potential audiences and locations for presentations. Humanities Montana actively seeks speakers from all across Montana to make the most of local connections.

In March 2020, all of our speakers programs went virtual due to the pandemic. We held a workshop for presenters on best practices for virtual programming; we produced a series of programs ourselves; and we marketed the availability of the speakers to our partners thus managing to continue to provide humanities programming to libraries, nursing homes, and other public institutions. Since 2023, most speakers have shifted back to in-person presentations across Montana.

Montana Conversations

Montana Conversations is a roster of conversation leaders whose programs cover a variety of humanities topics. Montana Conversations has benefited from support from Montana's Cultural Trust and has received past support from other foundations, and state and federal agencies including the U.S. Department of Education, Montana Department of Tourism, Montana Parks Department, the Lewis and Clark Bicentennial Commission, and Plum Creek Foundation.

Presenters in the Montana Conversations roster are contacted by organizations that want to host them in their community. When the speaker and the organization agree on a date, the organization applies to Humanities Montana through our online system and sends a copayment. Humanities Montana then provides promotional materials, speaker honorarium, travel, lodging, and other expenses. The sponsoring organization provides planning, meeting space, advertising, and overall coordination, matching Humanities Montana funds with cash or in-kind contributions.

Through Montana Conversations, trained facilitators and experts lead workshops and conversations on topics like current affairs, untold histories, Indigenous cultures, literature, and more. These programs also offer conversations focused on contemporary issues that are important to Montanans – presentations that challenge assumptions and address vital, relevant, and sometimes controversial subjects.

Speakers in the Schools

In 2012, Humanities Montana created Speakers in the Schools, a similar conversations roster designed for Montana classrooms, primarily focused on high school with some offerings available for younger students. Free programs are available to schools on a wide variety of topics, including Indian Education for All, Montana and U.S. history, media literacy, civics, literature, writing workshops, and arts appreciation. Teachers can work with speakers to tailor programs to varying degrees to suit curricular needs.

Montana Poet Laureate

The Montana Poet Laureate position recognizes and honors a citizen poet of exceptional talent and accomplishment. The Poet Laureate also encourages appreciation of poetry and literary life in Montana. Current and past poets' laureate have programs available to all Montanans through our Montana Conversations and Speakers in the Schools catalogs. Humanities Montana works in partnership with the Montana Arts Council to fund and organize poet laureate presentations across the state.

Democracy Project

The Democracy Project is a teen-led, non-partisan initiative supported by local libraries, community partners, and Humanities Montana. This program gives teens the resources to meet community needs while learning their role in an participatory democracy. Through direct civic engagement, teens work for six months on projects they feel are vital to their community, ending with a public showcase. During the program year, teens learn about how government works and build 21st century skills like leadership, creativity, critical thinking, collaboration, and media literacy. Participation is open to students ages 13-19 years old in these communities.

The program started in Fall 2021 in Billings, Missoula, and Whitehall. Year Two of the program brought 13 sites from across Montana, including high school and Tribal college libraries. Year Three of the program expanded to more eastern Montana sites, with eight total libraries participating. In 2024-25, 15 libraries participated either as full program or soft launch. The 2025-26 program year includes 7 libraries in the full program and 6 libraries in soft launch. Responding to librarian and student participants, Humanities Montana staff has developed toolkits on civics education, media literacy, the Montana State constitution, and local government. The soft launch program supports librarians as they grow their teen-audiences.

This program is inspired and supported by the L.A. Library Foundation's Teens Leading Change program and is funded by the Engelhardt Foundation and the Llewellyn Foundation.

In 2024, Humanities Montana was awarded its seventh national Schwartz Prize for the Democracy Project.

Montana Center for the Book

In the fall of 1998, Humanities Montana was tapped to be the state's institutional sponsor for the Montana Center for the Book, Montana's affiliate of the National Center for the Book in the Library of Congress. The Montana Center for the Book promotes literature, literacy, and the literary arts, through publications, events, media, and the work of some fifty state affiliates.

In 2005, Humanities Montana and the Montana Center for the Book were honored with the Library of Congress's Daniel Boorstin Award, for "innovative and creative reading promotion projects." Humanities Montana was the first state humanities council to be so honored.

Until 2015 the Center's major program was the Montana Festival of the Book. At that point, the festival was transferred to local oversight. The Montana Center for the Book has historically covered a range of activities:

Big Sky Reads

In 2018 the Montana Center for the Book introduced Big Sky Reads to support reading and discussion programs in libraries and public book clubs with \$500 stipends and membership in a Facebook group where readers build community by sharing ideas, information, recommendations and discussion.

Montana Reads / Montana Writes

Another program that falls under the Montana Center for the Book umbrella is a subset of our Montana Conversations catalog focusing on literature and writing. Montana Reads/Montana Writes includes presentations by Montana Poets Laureate, past and present, other Montana authors, writing workshops for students and adults, and discussions of literature.

Great Reads from Great Places

Every year a list of books representing literary heritage from across the US is chosen for inclusion in the Library of Congress's National Book Festival held each fall in Washington, DC. Each book is selected by a local Center. Beginning in 2022, the Library of Congress began including both a youth and an adult title. Criteria include relevancy to Montanan's and a representation of our state. Books may be written by authors from the state, take place in the state, or celebrate the state's culture and heritage.

The most recent Great Reads chosen by Montana Center of the Book to be featured at the National Book Festival are:

- “Becoming Little Shell: A Landless Indian’s Journey Home” by Chis La Tray (adult selection)
- "The Mystery of Mystic Mountain" by Janet Fox youth selection)

One Book Montana

One Book Montana is a statewide read program supporting libraries, literature, and community building that asks, “What if everyone in Montana read the same book...?” The Montana Center for the Book ran this program from 2002-2011 and brought it back in 2025 in order to spotlight the Great Reads from Great Places titles and provide local programming opportunities for these authors.

Other Programmatic Roles and Purposes

Humanities Montana also serves as a statewide agency for collaboration. With its extensive list of speakers, sponsored projects, and organizational ties, Humanities Montana plays a crucial role in bringing organizations together for overlapping projects and programs.

Over the years, board and staff members have been active in bringing together groups and organizations for the promotion of cultural and humanities interests throughout Montana. Staff members have served on a variety of planning committees and task forces throughout the state and have contributed significantly to state-wide and local initiatives.

At the core of its mission, Humanities Montana helps build relationships, particularly between performing and visual arts organizations, museums, historical societies, libraries, and educational institutions.

Past Programs of Note

Humanities Montana remains a nimble and adaptive organization, responsive to Montana communities and local interests. As such, programs come and go with those changing interests.

Humanities Montana has sponsored or co-sponsored a number of conferences, particularly focused on issues of civic culture, as exemplified by its 1996 Great Falls conference “Montana Visions, Montana Values: Civic Culture in Montana.” Humanities Montana has assisted in planning and presentations at the biennial Montana Governor’s Conference on Civic Engagement. “Reflect: Community Readings and Conversations” is another example of our extensive public affairs programming. Similarly in 2016, Humanities Montana funded two civil discourse workshops and organized two community conversation series.

Other past programs include conferences such as “Conversations on Civic Life in Montana” (2003) in Billings, and “Can We Talk? Public Discourse in Montana” in Billings, Great Falls and Bozeman (2007-2009). Humanities Montana hosted NEH chairman Jim Leach in Billings (2010) in conjunction with a community conversation, and organized a conference focused on the Montana and U.S. constitutions, “We The People,” (2012). In 2015 Humanities Montana hosted “Tradeoffs: The Common Good and the Individual,” and beginning in 2011 we hosted a variety of community conversations in breweries, restaurants, city offices, churches, and other public spaces around the state.

Hometown Humanities

Hometown Humanities concentrated humanities programming in one rural location to enrich lives, strengthen cultural infrastructure, and build relationships. Our staff worked closely with local leaders in a particular Montana community to bring a full calendar of humanities-based programming to the site. Every few weeks there was a new – and free! – event available to the public.

Why it Matters

In 2021, Humanities Montana received a grant from the Andrew W. Mellon Foundation via the Federation of State Humanities Councils to create a series of four virtual panels on civic engagement issues, “Why It Matters.” Each of the virtual panel discussions attracted a large, online audience, with viewers tuning in from across the United States. Each panel brought together diverse perspectives and speakers from Montana. Topics in the series included:

- The Purpose of Protest
- The Rural Urban Divide
- The Native Vote in Montana
- The Political Power of Young People

Montana Festival of the Book

Humanities Montana and the Montana Center for the Book sponsored the Montana Festival of the Book annually from 2000-2014 in downtown Missoula. Each year, more than 120 writers and panelists participated in readings, exhibits, demonstrations, workshops, panel discussions, children’s events, evening gala readings, receptions, and other events. Cumulative attendance grew over the years from 4,000 to over 7,500. In 2015, Humanities Montana handed responsibility for the festival to a local group consisting of booksellers, publishers, and cultural administrators. Humanities Montana continues to support the Montana Festival of the Book (as well as other festivals) through grants. Staff also support the festival by donating time in planning, communications, marketing, and select events. At this time the Montana Festival of the Book has been on pause since 2024.

The Montana Center for the Book Prize

The Montana Center for the Book Prize was a program that recognized organizations for demonstrating innovative and excellent literary and literacy programming in the state. The Montana Center for the Book prize included a plaque and a \$1,000 cash award. Up to five prizes were awarded annually. The last prizes were awarded in 2020, and information on

past winners is still available online on Humanities Montana's website.

Gather Round

Gather Round was a limited-edition DIY humanities toolkit designed with activities and selected texts that recognize the wisdom and curiosity of Montanans in their personal lives. Toolkits were mailed to individuals across the state, and in turn those individuals were to use the toolkit to inspire small group, or home-based discussions.

The first edition of the toolkit included everything needed to inspire discussions about home, migration, technology and nature inspired by the anthology *Hearth*. The second edition, introduced in 2020, focused on a theme of water and featured links to (or a DVD of) four short documentary films. The third edition introduced in 2021 focused on the theme of environmental humanities.

This program was at the time, a new delivery model for humanities content, targeting millennials with an appeal to the DIY ethic, giving them a tangible reward for participation (the toolkit came with discussion ideas, a book/collection, and sample MT products related to the theme). Stories in the collection asked readers to identify, protect, and reimagine home. Conversations about the stories on migration, technology, climate change, and other timely topics helped people experience and practice civil discourse.

Humanities Heroes

Humanities Heroes was part of Humanities Montana's 40th anniversary celebration recognizing people who had contributed significantly to the humanities in their communities. In all, 37 heroes were recognized in five ceremonies in Great Falls, Billings, Helena, Bozeman, and Missoula over the course of the year. The honorees were Norma Ashby, Betty Babcock, William Ballinger, Helen Ballinger, Paula Beswick, Howard Boggess, Elouise Cobell, Stan Cohen, Leslie Davis, Roger Dunsmore, Barry Ferst, Eric Funk, Monica Grable, Tami Haaland, Jim Heckel, George Horse Capture, Mark Johnson, Elizabeth McNamer, Joe Medicine Crow, Mary Murphy, Cherie Newman, Ed Noonan, Janine Pease, Chris Pinet, Mardell Plainfeather, Inez Ratekin Herrig, Arlyne Reichert, Robert Rydell, Yvonne Seng, Mark Sherouse, Bruce Sievers, Lisa Simon, Hal Stearns, Ben Steele, Karen Stevenson, Shawn Wathen, Bonnie Williamson, and Jan Zauha.

Think and Drink

Think & Drink programs were created by Humanities Montana staff in partnership with mission-driven breweries, cafés, tasting rooms, theaters, and churches who wanted to be an active partner in humanities conversations about big ideas. These programs invited Montanans to participate in facilitated conversations with humanities scholars. Humanities Montana strongly emphasized the conversation aspect of this program, with past events tackling topics like income inequality, refugee resettlement, defining and discussing fake news, environmental philosophy and biomimicry, creativity for multiple intelligence types, and book bans in public libraries. Our goal was to bring in interesting and timely topics for people to talk about in a fun and thoughtful space. In 2023, Think & Drink programs were offboarded from the primary Humanities Montana roster of program offerings, due to low interest following the 2020 Covid-19 Pandemic.

Informed Citizen

In 2018, we introduced an additional topic area for Montana Conversations called Informed Citizen, which focused on the importance of journalism in a healthy democracy, changing journalistic formats, and the challenges traditional journalism now faces. Informed Citizen was funded through a grant from the Federation of State Humanities Councils underwritten by the Andrew W. Mellon Foundation. Speakers brought into Montana Conversations through Informed Citizen still work with Humanities Montana through the Montana Conversations speaker's bureau.

Finance Overview

Humanities Montana is a private, nonprofit corporation recognized by the State of Montana and the IRS with a 501(c)(3) designation. Humanities Montana maintains customary business insurance coverage, including property, liability, and directors and officers.

Fiscal Year

The fiscal year begins on November 1. NEH's fiscal year begins October 1.

Annual Budget

Humanities Montana's budgets and the timing of their release are contingent on appropriations from Congress and allocation by the NEH. Under normal circumstances, the annual budget is submitted for board approval at the fall meeting to proceed the start of the fiscal year.

Humanities Montana's dependence on grants from corporations and foundations is a project-oriented, year-to-year affair, contributing to the tentative nature of our budgets. Sponsored or project-specific funding presents particular reporting challenges within the budget process: we are required to account for the full infusion of such funding in the year of the award; but then we must detail expenditures in subsequent years across the timeframe of the project's fruition. This can appear to be deficit spending; it is not. Rather, it is just the standard accounting procedure required of the organization.

Shortfalls are rare, and the budget is generally constructed with enough flexibility to adjust. In recent years, it has been common that Humanities Montana will have a budget carry over. If this is a significant amount, the board determines priorities for the expenditure of the carry over.

Annual Audit

Per NEH requirements, Humanities Montana must conduct an annual audit. Reporting for the audit commences in January, with completion of the audit to occur in April/May (coinciding with tax reports in April).

The results and any recommendations from the audit are presented first to the Finance and Audit Committee, and then advanced to the full board for consideration at the spring meeting.

Finance and Audit Committee

The Finance and Audit Committee receives reports at each committee meeting, including balance sheets, expenses-to-date, status of nonfederal funds, and other transactions. When approved, these reports are forwarded to the full board for review and consideration at the board's regular meetings.

While the executive director has the prerogative to adjust the budget for usual business matters, significant changes to approved budgets go through the Finance and Audit committee prior to consideration by the full board.

The Finance and Audit Committee also reviews the annual audit prior to review by the full board.

NEH Funding

The General Operating Support Grant from the NEH constitutes most of Humanities Montana's annual income. The remainder comes from the Montana Cultural Trust, grants, donations, interest on nonfederal funds, yield from the endowment, and earned income (Montana Conversations copays, and other minor items).

NEH funding is paid on a reimbursement basis; Humanities Montana can draw down federal funding with receipts to document expenditures. Currently, Humanities Montana submits draw downs to NEH on a weekly basis.

Humanities Montana must submit an annual report to NEH accounting for overall spending and priorities. This report is usually submitted by January 31 of each year.

All federal funds awarded to Humanities Montana must be matched one-to-one. Humanities Montana meets this expectation with private donations, in-kind contributions, and by requiring a similar match of sub awardees and participating organizations.

Board Cost Share

Board members' in-kind contributions are an important source for the required match to federal funding. Contributions include time attending and traveling to and from meetings, reading proposals and other board materials, attending Humanities Montana-sponsored programs, travel on Humanities Montana business, and other activities.

- The "Cost Share" form for reporting these contributions is available on the website through the Board Portal.
- Board members are encouraged to complete the Cost Share form once a month.

Board Reimbursements

Board directors' expenses related to board meetings are reimbursable and forms for requesting reimbursement are provided at each board meeting. Board members are encouraged to donate a portion of their reimbursements back to Humanities Montana.

Other Funds

Humanities Montana maintains an unrestricted funds account, income for which comes from gifts and interest on nonfederal funds. These funds are used for dues for the Federation of State Humanities Councils, travel to Washington, D.C., for the annual "Humanities on the Hill" event, and other matters. This contingency fund is held in our First Interstate Bank savings account.

In 1996, the board established an endowment with the Montana Community Foundation. The board stipulated that income from the endowment would return to principal until it reached \$100,000 (which occurred in 2014).

As required by NEH, Humanities Montana is audited annually. The audit report is available for review by the board in the spring of each year. Printed and electronic financial records of Humanities Montana are maintained in the offices. Our annual audits and IRS 990 tax returns are available publicly on our website.

Contingency Plans

In the event of federal funding freeze or government shutdown, Humanities Montana has a stated contingency plan, that basically calls for cessation of all expenses except personnel and basic office expenditures for the duration of freeze or shutdown. As part of the executive director's report for each board meeting, the executive director shares 'cash on hand' and number of days that the organization can stay afloat without federal reimbursement.

Development & Fundraising Overview

Since the late 1980s, Humanities Montana has raised funds to support its programs and services.

Humanities Montana asks the public for support on an ongoing basis through its direct appeals, publications, website, and other communications.

Ongoing fundraising initiatives are conducted each year and donations raised can be applied to any purpose, assuming the donor makes no qualification about the purpose for the donation.

Prior to 1996, Humanities Montana employed a part-time development officer to support its fundraising programs. However, the 1996 NEH budget reductions, among other considerations, led to the elimination of this position. In 2018, Humanities Montana renewed its commitment to individual fundraising by budgeting for its first full-time development director, with the goal of diversifying its funding sources and generating the resources to serve even more Montanans. In 2025, fundraising and outreach efforts fall under the auspices of the executive director and the 'development and communications associate.'

Individual Giving

Humanities Montana regularly solicits individual gifts to support general operations and underwrite programming. The board is encouraged to make individual cash donations to reach a yearly goal of 100% of members donating to Humanities Montana, no matter how small or large the donation.

Foundation and Corporate Support

Humanities Montana regularly solicits agency, foundation, and corporate support for specific programs. Sponsorships or underwriting is funding donated for the support of a particular project, program, event, initiative, or activity. In general, foundations are identified as underwriters and corporations as sponsors. Sponsorship and underwriting campaigns are designated gift campaigns. Gifts to these types of campaigns meet specific organizational needs and funding is restricted to a narrowly defined aspect of HM's work.

Endowment

In 1996, the board established an endowment with the Montana Community Foundation. Humanities Montana's endowment fund is an investment fund which offers a tax incentive to prospective donors. The organization receives an annual payment of 4.5% of the fund balance in March each year, but otherwise doesn't have access to the remaining funds held within the endowment. Having an endowment is an important statement of purpose and permanence and provides a way for planned giving.

Planned Giving

A planned gift is any major gift, made in lifetime or at death as part of a donor's overall financial and/or estate planning. These include gifts of equity, life insurance, real estate, personal property, or cash. Humanities Montana actively solicits and welcomes such support. The Montana Community Foundation counsels prospective planned-giving donors who contribute to the endowment.

Current Montana legislation provides a tax credit for planned giving to endowments of nonprofit entities through the Montana Endowment Tax Credit.

Humanities Montana Publications & Outreach

Humanities Montana Newsletter

The staff produces a monthly e-newsletter with short articles and links to news items that are archived on the Humanities Montana website. The e-newsletter provides regular communication with nearly 4,000 people and organizations statewide.

Website

Humanities Montana maintains a website, www.humanitiesmontana.org, redesigned in 2019. The site contains information about Humanities Montana, its purposes and activities, staff and board members, news, grants, program information, applications, and other material. The website also serves as the public archive of the organization's annual reports, financial reports, and bylaws.

Social Media

Humanities Montana maintains accounts with various social media sites. Humanities Montana has an active presence on Facebook, Instagram, and has a YouTube channel for videos of grant-supported projects, virtual programs, conferences, and other events. Humanities Montana has a stated social media policy, posted on the website.

Online Systems Management

Humanities Montana frequently interacts with constituents online to administer grants and programs. In 2008, the organization collaborated with Bozeman-based firm Foundant to create an online grants management system. Donations processed online feed data directly into a donor/contact management system. Custom web-based forms are used to collect applications to Montana Conversations and Speakers in the Schools, and the organization periodically uses online surveys.

Legacy Publication – Last Best Place

Sponsored by the Montana Committee for the Humanities, *The Last Best Place* (edited by William Kittredge and Annick Smith) and was published in 1988. This book is an anthology of some of the greatest stories and storytellers of the American West. Through eight chapters and over 800 pages, 150 writers present scores of myths, stories, poems, essays, and journals that document Montana's significant literary tradition.

Past Publications

Previously, Humanities Montana published the magazine *Rendezvous* (last issued in 2006), brochures for various programs and campaigns, speakers bureau and media collection catalogs, a Montana Center for the Book pamphlet, and conference, book festival, and ceremony programs, promotional materials and posters. In March 2020, Humanities Montana published a weekly newsletter, *Digital and DIY Humanities*, in place of in-person programming.

National Endowment for the Humanities

Although Humanities Montana is an independent, nonprofit (501c3) organization, it originated from actions of Congress and the National Endowment for the Humanities, an independent federal agency. Humanities Montana's general operating support comes from NEH as well. The Federation of State Humanities Councils is the national advocacy organization for the state councils.

THE NEH

[adapted in part from NEH website www.neh.gov]

The National Endowment for the Humanities is an independent federal agency that supports and promotes research, learning, and preservation in the humanities. NEH was created by an act of Congress, along with the National Endowment for the Arts, in 1965. NEH is by far the largest funder of humanities programs in the United States.

The Endowment's mission is to enrich American cultural life by promoting knowledge of human history, thought, and culture throughout the nation. The Endowment accomplishes that mission by providing grants for high-quality humanities projects in four funding areas: preserving and providing access to cultural resources, education, research, and public programs. NEH grants typically go to cultural institutions such as museums, exhibitions, archives, libraries, schools, colleges, universities, public television and radio stations, and individual scholars.

NEH-supported projects are funded through programs in the Division of Preservation and Access (preservation of brittle books, cataloging collections), the Division of Public Programs (film and radio, museum exhibitions, programs in libraries), the Division of Research and Education (fellowships, seminars, institutes, summer stipends, focus grants, collaborative research), and the Office of Challenge Grants (challenge grants). And there is finally the Federal-State Partnership Office, which links NEH with the nationwide network of 56 humanities councils, located in each state, the District of Columbia and five U.S. territories – Puerto Rico, the U.S. Virgin Islands, the Northern Mariana Islands, American Samoa, and Guam. Each such humanities council – all of whom are actually independent nonprofit organizations – funds humanities programs in its own jurisdiction, using both NEH as well as state, individual, foundation, or corporate funds. Humanities Montana is Montana's state affiliate of the NEH.

NEH supports projects that

- preserve and provide access to cultural and educational resources essential to the American people,
- strengthen teaching and learning in the humanities in schools and colleges across the nation,
- facilitate research and original scholarship in the humanities,
- provide opportunities for lifelong learning in the humanities for all Americans,
- strengthen the institutional base of the humanities.

The Endowment is directed by a chair, who is appointed by the president and confirmed by the U.S. Senate for a term of four years. Advising the chair is the National Council on the Humanities, a board of 26 distinguished private citizens who also are presidentially appointed and confirmed by the Senate. The National Council members serve staggered six-year terms.

NEH receives an appropriation annually from Congress. The appropriation is situated within the Department of Interior appropriation.

ORIGINS OF NEH

[adapted from NEH Federal/State Partnership documents]

On September 29, 1965, in a White House Rose Garden ceremony attended by 250 educational, cultural, and political leaders, President Lyndon Johnson signed legislation that created two agencies of the federal government—the National Endowment for the Humanities (NEH) and the National Endowment for the Arts (NEA). The National Foundation on the

Arts and the Humanities Act of 1965 (NFAH Act) gave these new grant-making agencies a broad mandate: to encourage and support “national progress” in the humanities and the arts in the United States. In the introductory section of the NFAH Act, Congress declared that “a high civilization must not limit its efforts to science and technology alone but must give full value and support to the other great branches of man’s scholarly and cultural activity,” that “democracy demands wisdom and vision in its citizens,” and that promotion of the humanities and the arts, “while primarily a matter for private and local initiative, is also an appropriate matter of concern to the Federal Government.”

The 1965 legislation authorized the National Endowment for the Humanities to award grants to individuals, institutions, and organizations in support of projects and programs in the humanities. To help focus the new agency’s activities, the legislation specified that “the term ‘humanities’ includes, but is not limited to, the study of the following: language, both modern and classic; linguistics; literature; history; jurisprudence; philosophy; archaeology; the history, criticism, and theory of the arts; and those aspects of the social sciences which have humanistic content and employ humanistic methods.” Only a small number of modifications have been made in this legislative definition over the years—for example, “comparative religion” and “ethics” were added as disciplines and the definition was broadened to include “the study and application of the humanities to the human environment . . . and to the relevance of the humanities to the current conditions of national life.”

Passage of the NFAH Act was the culmination of a number of efforts on the part of scholars and cultural leaders during the Cold War years to enlist the aid of the federal government in promoting and advancing the cultural and artistic life of the nation. Many supporters of the humanities, for example, pointed to the significant funding Washington was then providing to the scientific disciplines—particularly in the wake of the Soviet Union’s 1957 launching of the satellite Sputnik and the advent of the “space race”—and maintained that promotion of the humanities was also a legitimate federal concern. In 1964, a landmark report by a special National Commission on the Humanities persuasively argued the case for the humanities and proved to be a major catalyst a year later in finally winning federal recognition for the humanities and the arts.

The National Commission on the Humanities was established in early 1963 under the sponsorship of three prominent educational and scholarly organizations: the American Council of Learned Societies, the Council of Graduate Schools in the United States, and the United Chapters of Phi Beta Kappa. Expressing their deep concern about “the condition, in this country, of those fields of intellectual activity generally called the humanities,” the sponsoring organizations directed the Commission to conduct a study of the state of the humanities in America and to report on its findings and recommendations. The twenty-member Commission—under the chairmanship of Barnaby Keeney, President of Brown University—was composed primarily of academics and scholars, but it also included representatives of scholarly organizations, public schools, the business community, and the federal government.

The Commission’s report of its findings, released in the spring of 1964, stressed two major points: (1) “that expansion and improvement of activities in the humanities are in the national interest and consequently deserve financial support by the federal government” and (2) “that federal funds for this purpose should be administered by a new independent agency to be known as the National Humanities Foundation.” Accordingly, the Commission recommended that its three sponsoring groups urge Congress and President Johnson to introduce legislation to establish the proposed new agency. In the summer of 1964, Congressman William Moorhead of Pennsylvania drafted the first legislation designed to carry out the basic recommendations of the Humanities Commission, but Congress took no action on his bill. That September, however, the notion that the federal government should provide some form of support for the humanities received its most important endorsement when President Johnson delivered a speech at Brown University commemorating the university’s two-hundredth anniversary.

Johnson used the occasion to announce that he was supporting the Humanities Commission’s recommendation that a “National Foundation for the Humanities” be established. Noting the important historical role the federal government played in promoting higher education in the United States, Johnson spoke favorably of the level of funding that was then being provided for the sciences on the nation’s campuses and declared that “there simply must be no neglect of [the] humanities.”

In his 1965 State of the Union message, Johnson again called attention to the need for the federal government to become more involved in stimulating cultural activities (although he did not specifically refer to “the humanities” in the address). During the early weeks of the new 89th Congress, legislators introduced a flurry of bills designed to carry out the President’s wishes. Among the many members of both political parties who either sponsored or prominently supported such legislation were Senators Jacob Javits of New York, Claiborne Pell of Rhode Island, and Ernest Gruening of Alaska and Representatives John Brademas of Indiana, Frank Thompson of New Jersey, William Moorhead of Pennsylvania, and Albert Quie of Minnesota. While many of these bills drew liberally from the Humanities Commission’s report of the previous year, they also contained a number of different approaches for implementing the report’s recommendations including, importantly, how to structure the relationship between the humanities and the arts. In March, the Johnson Administration submitted its specific legislative proposal to the Hill, which Claiborne Pell introduced in the Senate and Frank Thompson sponsored in the House. The Administration’s bill proposed that autonomous and co-equal agencies be established for the humanities and the arts and resolved many of the other legislative roadblocks that existed among the other bills. After a spring and summer of hearings and consideration of the proposed legislation, in September Congress finally approved the National Foundation on the Arts and the Humanities Act of 1965 and the President signed it into law.

A month after passage of the NFAH Act, Congress provided \$5.864 million in federal funds for NEH to begin carrying out its legislated responsibilities. In November 1965, President Johnson named Barnaby Keeney as the first chairman of NEH, his appointment to become effective in July 1966 following his resignation as President of Brown University. In the interim, the President appointed Henry Allen Moe, then President Emeritus of the John Simon Guggenheim Memorial Foundation, to serve as chairman until Mr. Keeney could join the agency. In January 1966, the President announced the appointment of the first members of the 26-member National Council on the Humanities, which the enabling legislation established to advise the NEH chairman on grant proposals and policy matters, and members were sworn in at a White House ceremony prior to the Council’s first official meeting on March 3 of that year. In June, the agency awarded its first two grants: to the American Council of Learned Societies for a program of travel grants for American scholars to attend international meetings in the humanities and to the American Society of Papyrologists for a six-week training institute on editing and interpreting ancient texts written on papyrus.

NEH Founding Legislation

[from the NEH website www.neh.gov]

NATIONAL FOUNDATION ON THE ARTS AND THE HUMANITIES ACT OF 1965 (P.L. 89-209)

AN ACT To provide for the establishment of the National Foundation on the Arts and the Humanities to promote progress and scholarship in the humanities and the arts in the United States, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

SHORT TITLE

Section 1. This Act may be cited as the “National Foundation on the Arts and Humanities Act of 1965”. (20 U.S.C. 951, note) Enacted Sept. 29, 1965. P.L. 89-202, sec. 1, 79 Stat. 845; amended May 31 1984, P.L. 98-306, sec. 2, 98 Stat. 223; amended Dec. 20, 1985, P.L. 99-194, sec. 101, 99 Stat. 1332.

DECLARATION OF FINDINGS AND PURPOSES

SEC. 2. The Congress finds and declares the following:

- The arts and the humanities belong to all the people of the United States.
- The encouragement and support of national progress and scholarship in the humanities and the arts, while primarily a matter for private and local initiative, are also appropriate matters of concern to the Federal Government.
- An advanced civilization must not limit its efforts to science and technology alone, but must give full value and support to the other great branches of scholarly and cultural activity in order to achieve a better understanding of the past, a better analysis of the present, and a better view of the future.
- Democracy demands wisdom and vision in its citizens. It must therefore foster and support a form of education, and access to the arts and the humanities, designed to make people of all backgrounds and wherever located masters of their technology and not its unthinking servants.
- It is necessary and appropriate for the Federal Government to complement, assist, and add to programs for the advancement of the humanities and the arts by local, State, regional, and private agencies and their organizations. In doing so, the Government must be sensitive to the nature of public sponsorship. Public funding of the arts and humanities is subject to the conditions that traditionally govern the use of public money. Such funding should contribute to public support and confidence in the use of taxpayer funds. Public funds provided by the Federal Government must ultimately serve public purposes the Congress defines.
- The arts and the humanities reflect the high place accorded by the American people to the nation’s rich cultural heritage and to the fostering of mutual respect for the diverse beliefs and values of all persons and groups.
- The practice of art and the study of the humanities require constant dedication and devotion. While no government can call a great artist or scholar into existence, it is necessary and appropriate for the Federal Government to help create and sustain not only a climate encouraging freedom of thought, imagination, and inquiry but also the material conditions facilitating the release of this creative talent.
- The world leadership which has come to the United States cannot rest solely upon superior power, wealth, and technology, but must be solidly founded upon worldwide respect and admiration for the Nation’s high qualities as a leader in the realm of ideas and of the spirit.
- Americans should receive in school, background and preparation in the arts and humanities to enable them to recognize and appreciate the aesthetic dimensions of our lives, the diversity of excellence that comprises our cultural heritage, and artistic and scholarly expression.
- It is vital to democracy to honor and preserve its multicultural artistic heritage as well as support new ideas, and therefore it is essential to provide financial assistance to its artists and the organizations that support their work.
- To fulfill its educational mission, achieve an orderly continuation of free society, and provide models of excellence to the American people, the Federal Government must transmit and achievement and values of civilization from the past via the present to the future, and make widely available the greatest achievements of art.
- In order to implement these findings and purposes, it is desirable to Establish a National Foundation on the Arts and the Humanities.

(20 U.S.C. 951) Enacted Nov. 5, 1990, P.L. 101-512, sec. 101, 104 Stat. 196

Federation of State Humanities Councils

Federation

The Federation of State Humanities Councils was founded in 1977. Fifty-six state (possession and territory) councils belong and pay annual dues on a sliding scale (www.statehumanities.org).

The purpose of the Federation is to:

- Represent state councils on public issues, provide testimony at congressional hearings, and maintain linkages with organizations such as the National Humanities Alliance and the American Council of Learned Societies;
- Provide technical assistance to state councils in areas such as salary surveys, fundraising, and coordination of exhibits;
- Convene an annual national conference; and
- Build national support for the state councils.

State Representation

The Federation is governed by a House of Delegates and a 17-member board of Directors. Each Council may appoint up to six delegates to the House of Delegates, but each council has no more than one vote regardless of its number of delegates. To be eligible for election to the board a candidate must be either a member or an executive director of a council. Three Humanities Montana members, Ron Perrin, Jerry Fetz, and, most recently, Jamie Doggett, have served as members of the Federation board. Ms. Doggett chaired the Federation board in 2002-2003. Previous executive director Ken Egan served on the Federation board until 2019.

Highlighted Activities

- ***Legislative relations:*** The Federation monitors issues and emerging legislation and administrative rules in the Congress and agencies.
- ***Fundraising:*** The Federation occasionally engages in proposal-writing for funds in support of state humanities council activities; the Mellon Foundation grant, from which Humanities Montana is benefitting in 2018, is an example.
- ***Humanities on the Hill:*** Held annually in Washington, D.C., the Federation organizes an opportunity for state councils to share information with their state congressional delegations and aides. Board members have the opportunity to attend Humanities on the Hill meetings with Montana's congressional delegation.
- ***National Humanities Conference:*** Co-sponsored by the Federation and the National Humanities Alliance and usually held in November, this event provides the only national conference for state councils and is the major opportunity for staff and council members to gather and share information with colleagues. The board vice chair (or other board designee) traditionally has the opportunity to attend this meeting with Humanities Montana staff.
- ***Schwartz Prize:*** awarded at the annual National Humanities Conference, in recognition for excellence and innovation in public humanities programming.

Restated Bylaws Of Humanities Montana

**Approved June 8, 2012 by Humanities Montana’s Board of Directors;
Amended by board vote June 6, 2015 (change to charge for Grants Committee); September 15,
2018 (change to board terms, board leadership succession, and board committees [creating
Trusteeship Committee by combining Development and Nominations Committees]); September
22, 2023 to update board committees changing Trusteeship to Governance Committee and
Program to Community Engagement Committee; September 28, 2024 to clarify Board Chair term,
change number of board members to 11-15, and eliminate the Community Engagement
Committee; February 22, 2025 revise Finance and Audit Committee duties.**

I. Name, Nonprofit Status, and Office

1. **Name.** The name of the organization is Humanities Montana.
2. **Nonprofit and Tax-Exempt Status.** Humanities Montana maintains nonprofit status as a nonprofit, public-benefit corporation pursuant to the Montana Nonprofit Corporation Act. Humanities Montana has been determined by the Internal Revenue Service to be a tax-exempt charitable organization as described in Section 501(c)(3) of the Internal Revenue Code and its regulations, as they now exist or as they may be hereafter amended. No directors, officers, staff members, or representatives may take any action or engage in any activity on behalf of Humanities Montana that is not permitted for an organization exempt under Section 501(c)(3) of the IRS code.
3. **Registered Office.** The registered office of Humanities Montana is located in the city of Missoula, Montana. Humanities Montana may establish other offices within the state.

II. Relation of Humanities Montana to the National Endowment for the Humanities

1. **Affiliation with the National Endowment for the Humanities.** Humanities Montana is a grantee of the National Endowment for the Humanities and was formed at the invitation of that federal agency. It receives the majority of its funds from the National Endowment for the Humanities. Humanities Montana’s policies and procedures are developed in compliance with guidelines set forth by the National Endowment for the Humanities and by congressional legislation creating the National Foundation on the Arts and the Humanities (public law 209—89th Congress) as amended in 1990. Humanities Montana alters or adapts its policies and procedures in accordance with amended requirements and legislation pertaining to the National Endowment for the Humanities. All funds received from the National Endowment for the Humanities by Humanities Montana must be used for programs designed to bring the humanities to the public.
2. **Cost-Sharing.** Humanities Montana shall comply with cost-sharing requirements of the National Endowment for the Humanities.
3. **Governor’s Appointees to the Board.** The authorizing legislation of the National Endowment for the Humanities, as amended in 1990, permits the Governor of the State of Montana to appoint up to six directors of Humanities Montana, provided that these do not constitute more than 25% of the total number of directors.
4. **Plans for Compliance with NEH legislation.** In accordance with directions from the National Endowment for the Humanities, Humanities Montana shall provide a plan showing compliance with the accountability requirements in the law annually.
5. **Reports to the NEH.** Humanities Montana shall make reports to the National Endowment for the Humanities in such form, at such times, and containing such information as the National Endowment for the Humanities and its chairman may require.

III. Purpose

Humanities Montana's purpose is to encourage and promote, through grants or other arrangements with nonprofit groups, education in, and public understanding and appreciation of the humanities in Montana. This purpose is accomplished through developing programs and granting funds to nonprofit and governmental groups that propose projects compatible with the goals, policies, and guidelines of Humanities Montana. Humanities Montana recognizes that because its status is that of an NEH state-based program, federal legislation, procedures, or policies must take precedence in the event of conflict over Humanities Montana's policies and procedures.

IV. Board of Directors

1. **General Rules.** Humanities Montana's board selection policy is designed to assure broad public representation with respect to its programs.
2. **Numbers of Directors.** The Board of Directors shall consist of between 11 and 15 directors, as shall be designated from time to time by resolution of the board of directors.
3. **Appointed Directors.** The governor of the state of Montana may currently appoint four directors; although in no event may the number of gubernatorial appointments exceed 25% of the board's total composition.
4. **Elected Directors.** The remaining directors are elected by a vote of the board.
5. **Composition of Board.** The directors for Humanities Montana shall include humanities scholars, business, educational, cultural, and civic leaders, and other members of the general public. No more than three of the academic directors may be administrators with the rank of Dean or higher. Board composition shall be representative of all areas of the state. Directors must have a broad diversity of backgrounds, interests, and heritage. The board does not discriminate with regard to race, creed, religion, gender, sexual orientation, national origin, or disability. Consideration is given to the general kinds of fields that retiring directors represent, as well as to geographic distribution and to representation of minorities and of agricultural, business and labor interests, and geographic regions of the state. However, there are no "seats" or "slots" on the board for special constituencies.
6. **Election and Term of Directors.** Board-elected directors are elected by the incumbent directors, including the governor's appointees, at the last regular calendar year meeting of the board. The term of a director is three years, beginning on the first day of January immediately following the director's election, and terminating three calendar years later on the 31st day of December. The term of directorship of governor's appointees commences upon appointment by the governor and continues through the end of the governor's term or until a replacement is appointed. If the governor serves for more than a four-year term, he or she may reappoint these directors.

Terms are established so that an annual rotation is accomplished, with approximately 25% of the directors newly elected each year for a three-year term. A director may serve one additional 3-year term.

Individuals elected to replace those who resign, die, are removed, or otherwise are unable to serve before their terms expire will serve partial terms. If a director is elected to serve a partial term, that director is eligible for election to further two three-year terms on the board. See Section V.3 for procedure on applying to serve additional terms.

A director may be allowed to serve an additional term in one of the two following situations:

- (i) Chair's Final Term. If the chair's final term as a director expires before his or her term as

chair expires, the chair's term as a director shall be extended until the expiration of the term as chair; in addition, on the vote of a majority of the Board, the director serving as chair may serve an additional year after the expiration of his term as a voting director to facilitate the transition of governance of the Board.

- (ii) **Extraordinary Circumstances.** In addition to the additional one year of service under 6(i), above, if the Board determines extraordinary circumstances exist that require an individual's services for a term extending beyond the limits set forth in this Section and Section X, then, by the affirmative vote of two-thirds (2/3) of the Board, at which is present a quorum of the Board, the Board may elect such individual for an additional term of one to three years as determined by the Board. The minutes of the meeting approving such action must set forth the specific circumstances requiring the action and the term to be served.

- 7. **Nomination of Directors.** The board's nomination process is designed to assure opportunities for nomination to directorship from various groups within Montana, and from a variety of segments of the population of Montana, including individuals who by reason of their achievement, scholarship, or creativity in the humanities are especially qualified to serve. At least one week before the meeting of the board in which elections will take place, the Governance Committee shall provide a list of applicants, a letter of intent from each applicant, two letters of reference for each applicant, and the vitae of those selected by the Governance Committee pursuant to the procedure set forth in Section V.2 of these Bylaws.

- 8. **Vacancies.** A directorship is vacant when a director notifies the chair or the executive director in writing that he or she has resigned, when a director dies, if a director is removed, or a director is unable to serve. A vacancy becomes effective upon receipt of this information by the chair or the executive director, unless a resignation notice specifies a later effective date. A vacancy in a governor's appointee's position is filled through appointment for the remaining term by the governor. The election of a replacement director takes place at a regular or special meeting of the board, the agenda for which includes the filling of a director vacancy.

- 9. **Attendance.** Attendance at duly called meetings and participation in assigned tasks are essential duties of directors. A director's presence at board meetings is vital to the function of the board. However, if attendance is not possible, directors may be excused through proper advance notice communicated to the chair or the executive director.

A director who is absent from two consecutive board meetings may be asked by the chair to resign after consultation with the board.

- 10. **Director Voting.** All directors of Humanities Montana have the right to vote on all matters presented to the board. Proxy votes are not allowed to be cast at board meetings or in committee meetings. However, directors who are unable to attend such meetings may convey their judgments pertaining to matters to be discussed at those meetings to the chair, staff, or other directors, and these judgments may be reported during the meetings.

- 11. **Exempt Activities.** Notwithstanding any other provision of these bylaws, neither the board of directors nor any director, officer, employee, nor representative of Humanities Montana shall take any action or carry on any activity by or on behalf of Humanities Montana not permitted to be taken or carried on by an organization exempt under section 501(c)(3) of such code and regulations as they now exist or as they may hereafter be amended, or by an organization contributions to which are deductible under section 170(c)(2) of such code and regulations as they now exist or as they may hereafter be amended.

- 12. **Removal of Directors.** A director may be removed, with or without cause, from the board if two-thirds of directors present at a duly constituted meeting vote for removal. Removal is effective only if it occurs at a regular or special meeting of the board, the agenda for which includes removal.

V. Nominations and Election Procedures

1. **Governance Committee.** The members of the Governance Committee shall be recommended by the chair and approved by the full board.
2. **Vacancies, Applications, and Nominations.** The executive director shall announce board vacancies publicly and, in such manner, as provides notice statewide and ample time for applications. The nomination period will close four weeks prior to the meeting at which elections are held. An application or nomination is complete when it includes a statement from the applicant indicating his or her interest in becoming a director, two letters of recommendation (which may include the nominating letter), and the applicant's vita. The executive director shall forward to the Governance Committee and the board all application materials in such manner as to provide for full consideration of applicants.
3. **Process for Seeking Reappointment.** Directors seeking reappointment must submit a letter expressing their desire to continue serving and summarizing their contributions to Humanities Montana and so be placed on the slate of nominees for consideration by the full board.
4. **Election Process**
 - A. A slate, taken from the entire pool of nominees, will be put forward by the Governance Committee. If the slate does not receive a majority of the board vote, the following procedure would be followed, with the board deciding in advance which of the procedures described under D below it will follow:
 - B. Discussion of the candidates will take place before the voting begins and not during the vote.
 - C. Voting for each opening will take place one at a time using paper ballots.
 - D. Voting for the first opening:
 - a. If one candidate gets over 50%
 - i. That person is elected and taken out of the pool. Voting for the remainder of the openings continues.
 - b. If nobody gets over 50%
 - i. Drop out the lower numbers to reduce the pool so as not to scatter the votes

Or:

 - a. Take the top three vote getters;
 - b. Hold votes to fill first (or subsequent) opening from the reduced pool.
 - c. Elected nominee is removed from pool. All other nominees are returned to pool and procedure V.4 continues for second and all subsequent openings.

VI. Board Chair and Vice Chair

1. **Chair and Vice Chair.** The directors shall elect from among themselves a chair and vice chair.
2. **Election of Chair and Vice Chair.** The Governance Committee presents no more than two candidates for each position on the board. The positions are then filled by means of a secret ballot. Unless the board decides by a majority vote to do otherwise, the chair and vice chair are elected annually by the board at the last regular calendar year meeting.
3. **Terms.** Each year a chair and vice chair shall be elected, with the understanding that the vice chair shall become chair when the chair vacates the office. The chair and vice chair shall each serve for one year, beginning on January 1, following the year of the election, and ending at the close of the calendar year for which the chair and vice chair were elected. A director may be elected to chair and vice chair for more than one term, though it is not usual for the chair to serve

for more than two consecutive years. Outgoing chairs in the final year of their term have the option of serving an additional year as nonvoting directors.

4. **Duties.** The chair shall have the authority to call meetings, provide recommendations for committees and members of committees, preside at meetings, and generally direct the activities of the board. The vice chair of the board shall perform such duties as the chair designates. In the absence of the chair, the vice chair shall preside at board meetings. In the absence of both the chair and the vice chair, the Grants Committee chair shall preside at meetings of the board.
5. **Vacancies.** The position of chair or vice chair is vacant when a chair or vice chair notifies the chair or the executive director that s/he has resigned, when s/he dies, if s/he is removed, or if s/he is unable to serve. A vacancy becomes effective upon receipt of this information by the chair or the executive director, unless a resignation notice specifies a later effective date. A vacancy in the position of chair or vice chair is filled for the unexpired term at the next regular board meeting by a majority secret ballot vote of the board.
6. **Removal of Chair and Vice Chair.** A chair or vice chair may be removed, with or without cause, from the position if two-thirds of directors present at a duly constituted meeting vote for removal. Removal is effective only if it occurs at a regular or special meeting of the board, the agenda for which specifies removal of a chair or vice chair.

VII. Meetings

1. **Regular Meetings.** Regular meetings of the board shall be held at least three times each year, at a location, date, and time to be designated by the chair, in consultation with the board. Although its meetings normally occur in various locations in Montana, the board may meet outside the state of Montana. A meeting may also be held via teleconference, video conference, internet or other mediated, coterminous means, provided proper notice is given and the public is afforded the opportunity to attend consistent with Montana and Federal open meeting requirements.
2. **Notice of Meetings.** Electronic or written notice of the time, location, and tentative agenda of each meeting, whether regular or special, shall be provided to each director not less than 10 days prior to the meeting. The notice shall also be made available to the public at least 10 days in advance of a regular meeting. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail in a sealed envelope with postage paid, addressed to directors at the addresses shown by the records of the agency, or when deposited with the United Parcel Service, with handling charges thereon paid.
3. **Special Meetings.** Special meetings of the board, or of committees, may be called at the request of the chair or 20% of the directors.
4. **Meetings Open to the Public.** Except for considerations regarding personal issues, personnel or litigation, the board's meetings are open to the public. Spectators or guests, however, may not speak to the subject at hand except by invitation of the chair. The minutes of such meetings are public records. Committee meetings by teleconference, video conference, internet or other mediated communications are open to members of the public who wish to listen to the proceedings.
5. **Other Public Meetings.** In compliance with the 1985 Reauthorizing legislation of the National Endowment for the Humanities, the board will hold, after reasonable notice, public meetings in the state to allow scholars, interested organizations, and the public to present views and make recommendations regarding its state plan. The board will summarize and respond to those recommendations.
6. **The Grants Committee.** The Grants Committee shall meet as needed via mediated communications, except in months when this meeting can be conveniently combined with a board

meeting.

7. **Quorum.** A simple majority of the directors in office constitutes a quorum for the transaction of business at any meeting of the board. If less than a quorum of the directors is present, the meeting shall adjourn until a quorum is present.
8. **Manner of Acting.** The act of a majority of the directors present at a meeting at which a quorum is present shall be considered the act of the board.
9. **Reports to the State.** Humanities Montana shall have reporting procedures to inform the governor of the State of Montana, and other appropriate officers and agencies of its activities. Accordingly, Humanities Montana publishes newsletters, together with regular press releases, and reports to the people of Montana on the grant-making activities for each year.
10. **Compensation of Directors.** Directors shall not receive salaries or fees for their services but shall receive travel and per diem expenses for their attendance at meetings of the board. Directors may receive, at the board's discretion, travel and per diem expenses for attendance at committee meetings or at public programs funded by Humanities Montana.

Travel and per diem rates for directors, staff, and others are the same and are adopted annually with the budget. Humanities Montana may pay for the actual cost of travel, lodging, and meals for directors.

Directors may not receive honoraria for serving as resource persons in Humanities Montana-funded programs, but may contribute their services as part of the cost-sharing.

VIII. Committees

1. **Creation of Committees.** The board may, by a majority vote of the full board, create committees that shall have the power to exercise the authority of the board with regard to matters delegated by resolution of the board. Committees shall include no less than two (2) directors. The members of any such committees shall serve at the pleasure of the board of directors. Committees shall exercise such powers as may be designated by the board of directors.
2. **Restrictions on Committees.** Each committee may exercise the specific authority which the board confers upon the committee either by these Bylaws or in the resolution creating the committee; provided, however, a committee may not (1) approve the dissolution, merger, or the sale, pledge, or transfer of all or substantially all of the organization's assets; (2) elect, appoint, or remove directors or fill vacancies on the board or on any of its committees; or (3) adopt, amend, or repeal the Articles of Incorporation or Bylaws.
3. **Committee Meetings.** The sections of these Bylaws which govern meetings, quorum, waiver of notice, voting requirements, and conduct of the board apply to committees and their members. Notice of any committee meeting shall be provided in writing to committee members at least five (5) days prior to the meeting. Public notice of all meetings shall also be provided at the same time. In addition, the committees shall keep regular minutes of their proceedings and report the same to the board. The committees are subject to all procedural rules governing the operation of the board itself.
4. **Executive Committee.** There shall be an Executive Committee of the board of directors, which is composed of the chair, the vice chair, and the chairs of the standing committees. The Executive Committee has and may execute all the powers and authority of the board between regularly scheduled meetings of the board, except that the Executive Committee may not have the authority of the board in reference to altering Humanities Montana policies and procedures, or the power to elect, appoint, or remove any director. Special or emergency consultation, when required in the judgment of the chair, will occur between the executive director and the Executive

Committee.

The specific duties of the Executive Committee include:

- A. Handle emergent issues between regular board meetings;
- B. Support the Executive Director by providing counsel and feedback as needed;
- C. Evaluate the Executive Director on an annual basis and recommend an appropriate compensation package;
- D. Update the personnel policies handbook in conjunction with the Executive Director for full board approval.

5. **Grants Committee.** There shall be a Grants Committee, which consists of directors and a chair recommended by the board chair and appointed by board resolution. The board chair may also nominate alternate Grants Committee members, appointed by board resolution, who may, at the discretion of the chair of the Grants Committee, act as Grants Committee members in the absence of a regular Grants Committee member.

The Grants Committee shall have the following powers and duties:

- A. To meet, when possible, shortly after grant submission deadlines to review grant proposals that fall within its purview.
- B. While the board chair, or designee, and executive director review and make final decisions on grant proposals of \$2,000 or less, the Grants Committee makes recommendations for funding all grant proposals for more than \$2,000, and the board will review and act on those recommendations at the next scheduled board meeting.
- C. The term of appointment of a Grants Committee member is one year from the time of appointment.

6. **Finance and Audit Committee.** There shall be a Finance and Audit Committee. The chair shall recommend directors to serve on the Finance and Audit Committee and recommend its chair. The board shall appoint the committee members and its chair by resolution. The Finance and Audit Committee shall review Humanities Montana budgets and financial materials, monitor Humanities Montana's banking, investment, and endowment accounts, and attend to other matters bearing on the financial health of Humanities Montana and its programs.

The specific duties of the Finance and Audit Committee include:

- A. Inform the full board about the organization's financial matters;
- B. Ensure that accurate and timely financial reports are prepared and presented to the board;
- C. Oversee budget preparation and financial planning and propose for board approval a budget that accurately reflects the needs, expenses and revenue of the organization meets its goals;
- D. Identify short- and long-term financial challenges before they become urgent issues, and as needed, recommend budget amendments to the full board for approval;
- E. Review audit findings and recommendations, along with executive director/staff responses and present audit report to the board along with any necessary remediations;
- F. Review internal controls, financial/compliance reporting, risk management, insurance coverage and other accounting/financial policies and procedures and recommend to the board their adoption and/or modification;
- G. Ensure timely compliance with all federal, state and other requirements including IRS Form 990, employment and other government taxes related to the organization's finances.

7. **Governance Committee.** There shall be a Governance Committee. The Governance Committee shall consist of directors and a chair nominated by the board chair and appointed by a resolution

of the board. This committee shall recommend board chair and vice chair and election of new directors to the board.

The specific duties of the Governance Committee include:

- A. Develop a board matrix for recruiting and maintaining a board with diverse backgrounds and skillsets representative of Montana;
 - B. Nominate new board members for election to the board and assist the Executive Director in developing and coordinating new board member orientation;
 - C. Recommend committee assignments in coordination with the board chair;
 - D. Nominate board members for election as officers;
 - E. Review and update the bylaws at least every 3 years or as needed to resolve newly developed issues;
 - F. Create or review board policies (e.g., Code of Conduct, Code of Ethics, Board Calendar) for full board approval on an annual basis.
8. **Ad Hoc Committees.** The chair, with the consent of the Executive Committee, may appoint such *ad hoc* committees as are deemed necessary and for specific tasks. *Ad hoc* committees formed by the chair with the consent of the Executive Committee shall be advisory committees that shall not exercise any of the board authority. An *ad hoc* committee shall exist until the completion of its appointed duties.
9. **Vacancies.** Vacancies in the committees and among their chairs shall be filled for the remainder of the term by resolution of the board following the nomination of individuals by the chair.
10. **Committee Membership.** Only directors may serve as members of board committees. Members of the public may be invited to join committee meetings to provide advice as non-voting meeting participants.
11. **Committee Meetings.** Committee meetings are to be conducted by telephone conference call or other mediated means whenever possible. In-person committee meetings may be arranged, when necessary, but an in-person committee meeting in conjunction with a regular board meeting is preferable.

IX. Conflict of Interest

The board shall adopt and periodically review and monitor a conflict-of-interest policy to protect Humanities Montana's interest when it is contemplating any transaction or arrangement which may benefit any director, officer, employee, or member of a board committee with board-delegated powers.

X. Humanities Montana Records

- 1. **Minutes of Meetings.** Appropriate minutes of all meetings required by Montana law to be open shall be kept and shall be available for inspection by directors and the public. Such minutes shall include but are not limited to date, time and place of meeting, individual directors in attendance, the substance of all major issues proposed, discussed, or decided, and, at the request of any director, a record by individual directors of any votes taken. The executive director shall be designated as the officer responsible for preparing minutes of directors' meetings and for authenticating records of the corporation.
- 2. **Financial Records.** Humanities Montana keeps correct, accurate and complete records of all financial transactions. The financial records are open to board inspection at any time, and are audited periodically in compliance with the requirement of the National Endowment for the Humanities and other regulatory, taxing, and funding entities.

XI. Financial Matters

1. **Contracts.** The board may authorize an officer, employee, or agent of Humanities Montana to enter into and terminate a contract or execute an instrument in the name of and on behalf of Humanities Montana. Such authorization may be general or confined to specific instances.
2. **Checks, Drafts, and Indebtedness.** A check, draft, or order for the payment of money, notes, or other evidence of indebtedness issued in the name of Humanities Montana must be signed by such officer, employees, or agents of Humanities Montana and in such manner as the board shall direct. In the absence of other directions, such instruments are signed by the program officer and the executive director, the program officer and the chair, or the chair and the executive director. Humanities Montana may employ an individual or contract with an organization contracted to provide financial and other related services.
3. **Fiscal Year.** The fiscal year of Humanities Montana begins November 1 and ends October 31.
4. **Loans.** No loans shall be contracted on behalf of Humanities Montana and no evidence of indebtedness shall be issued in its name unless authorized by a resolution of the board. Such authority may be general or confined to specific instances.
5. **Investments.** Humanities Montana shall have the right to retain all or any part of any securities or property acquired by it in whatever manner, and to invest and reinvest any funds held by it, according to the judgment of the board, or direction of a donor, without being restricted to the class of investments provided, however, that no action shall be taken by or on behalf of Humanities Montana if such action is a prohibited transaction or would result in the denial of the tax exemption under section 501(c)(3) of the Internal Revenue Code and its regulations as they now exist, or as they may hereafter be amended.

XII. Indemnification of Directors

1. **Indemnification.** Humanities Montana shall indemnify a director, former director, or officer (as defined in section XIII) if a determination has been made in accordance with the procedures set forth in the Montana nonprofit corporation act that that director met the standard of conduct set forth in subsection 2. below, and payment has been authorized in accordance with the procedures set forth in the Montana nonprofit corporation act based on a conclusion that the expenses are reasonable, Humanities Montana has the financial ability to make the payment, and the financial resources of Humanities Montana should be devoted to this use rather than some other use.
2. **Standard of Conduct.** A director may be indemnified if:
 - A. He or she conducted himself or herself in good faith;
 - B. He or she reasonably believed:
 - a. In the case of conduct in his or her official capacity with Humanities Montana, that his or her conduct was in its best interests;
 - b. In all other cases, that his or her conduct was at least not opposed to its best interests; and
 - c. In the case of any criminal proceeding, he or she had no reasonable cause to believe his or her conduct was unlawful.
3. **Non-Indemnification.** Humanities Montana shall not indemnify a director or officer:
 - A. In connection with a proceeding by or in the right of Humanities Montana in which the director was adjudged liable to Humanities Montana; or
 - B. In connection with any other proceeding charging improper personal benefit to him or her, whether or not involving action in his or her official capacity, in which he or she was

adjudged liable on the basis that personal benefit was improperly received by him or her.

4. **Advance Expenses for Directors.** If, following the procedures set forth in the Montana Nonprofit Corporation Act, a determination is made and if an authorization of payment is made following the procedures and standards set forth in the Montana Nonprofit Corporation Act, then Humanities Montana shall pay for or reimburse the reasonable expenses incurred by a director who is a party to a proceeding in advance of final disposition of the proceeding if:
 - A. The director furnished Humanities Montana a written affirmation of his or her good faith belief that he or she has met the standard of conduct described in section XII. 2 of these Bylaws;
 - B. The director furnishes Humanities Montana a written undertaking, executed personally or on his or her behalf, to repay the advance if it is ultimately determined that he or she did not meet the requisite standard of conduct (which undertaking must be an unlimited general obligation of the member but need not be secured and may be accepted without reference to financial ability to make repayment); and
 - C. A determination is made that the facts then known to those making the determination would not preclude indemnification under section XII. 2 of these Bylaws, or the provisions of the Montana nonprofit corporation act.
5. **Indemnification of Agents and Employees Who Are Not Directors.** Humanities Montana may indemnify and advance expenses to any agent or employee of the corporation, who is not a director, to any extent consistent with public policy, as determined by the general or specific action of the board.
6. **Mandatory Indemnification.** Notwithstanding any other provisions of these bylaws, Humanities Montana shall indemnify a director who was wholly successful, on the merits or otherwise, in the defense of any proceeding to which the director was a party because he or she is or was a director against reasonable expenses incurred by the director in connection with the proceeding.

XIII. Officers and Staff

1. **Executive Director.** The board shall employ an executive director who shall be charged with the administrative and executive management of the affairs of Humanities Montana subject to review by the board. In the event of a vacancy in the position of the executive director, the chair shall forthwith designate an acting executive director, and shall recommend directors to serve as members of a search committee, and those members will be elected by board resolution. The search committee's responsibility shall be to identify, investigate, and interview candidates for the position and make recommendations to the board for filling the vacancy.
1. **Other Officers.** The executive director shall employ exempt staff as needed, and these employees shall be designated as officers of Humanities Montana.
3. **Staff.** Within budgetary constraints, the executive director may employ such staff as may be needed from time to time. Employment and dismissal of staff and other personnel matters, under the personnel policies and procedures of Humanities Montana, shall be the prerogative of the executive director.

XIV. Humanities Montana Policies and Procedures

1. **Program Policies and Procedures.** Humanities Montana shall maintain written policies and procedures for its several programs.
2. **Personnel Policies and Procedures.** Humanities Montana shall maintain written policies and procedures for personnel matters.
3. **Financial Policies and Procedures.** Humanities Montana shall maintain written policies and procedures for financial matters.

4. **Amending Policies and Procedures.** Humanities Montana's policies and procedures may be altered, amended, or repealed, and new policies and procedures may be adopted, by majority vote at any duly constituted regular or special meeting of the board.
5. In the event of conflict among these policies and procedures, the more recently enacted policy or procedure shall prevail.

XV. Miscellaneous Provisions

1. **Waiver of notice.** Any notice which is required to be given to any director under the provisions of these bylaws or under the provisions of the Articles of Incorporation, or under the provisions of the Montana Nonprofit Corporation Act, may be waived by the director by a written waiver, signed by the director entitled to such notice and filed with the minutes of Humanities Montana's records.
2. **No Corporate Seal.** No corporate seal shall be required for Humanities Montana documents or instruments.
3. **Counterparts.** These Bylaws may be executed in any number of counterparts, each of which when executed and delivered shall be an original, but all such counterparts shall constitute one and the same instrument. As used herein, "counterparts" shall include full copies of these Bylaws signed and delivered by facsimile transmission, as well as photocopies of such facsimile transmissions.

XVI. Dissolution

Humanities Montana shall dissolve upon the adoption of a resolution by two-thirds of all directors ordering dissolution of Humanities Montana. Upon approval of such a resolution, all debts, claims and obligations of Humanities Montana shall be paid. Any remaining assets shall then be distributed as the board determines, though only to such institutions or organizations that will carry out the charitable purposes of the corporation and which have been granted exemption from federal income tax under the provision of section 501(c)(3) of the Internal Revenue Code.

XVII. Amending Bylaws

These Bylaws may be altered, amended, or repealed and new bylaws may be adopted by the board at any regular or special meeting of the board as provided in section VII. 8 of these Bylaws. Notice of such meeting must be given in accordance with section VII. 2, and the notice must also state the purpose or one of the purposes of the meeting is to consider a proposed amendment to the bylaws and contain or be accompanied by a copy or summary of the amendment or state the general nature of the amendment.

CERTIFICATE OF ADOPTION OF BYLAWS

The undersigned hereby certifies that the above Restated Bylaws of Humanities Montana were duly adopted by vote of the Board of Directors during the regular meeting on June 8, 2012 and now constitute the Bylaws of Humanities Montana.

June 8, 2012
Date

Ken Egan
Executive Director

RESTATED ARTICLES OF INCORPORATION
of Humanities Montana
A Montana Public Benefit Corporation

Adopted by Humanities Montana Board of Directors June 8, 2012

Pursuant to the provisions of Title 35, Chapter 2 of the Montana Codes Annotated, the following Restated Articles of Incorporation have been duly approved and adopted.

1. **Name.** **The name of the Corporation is Humanities Montana.**
2. **Duration.** **The period of its duration is perpetual.**
3. **Members.** **The Corporation shall not have members.**
4. **Public Benefit.** **The Corporation is a Public Benefit Corporation.**
5. **Purposes.** The Corporation is organized and shall be operated not for profit but exclusively for charitable and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, and more particularly for such purposes as qualify it as an affiliate of the National Endowment for the Humanities established under the provisions of 20 United State Code Sections 956 *et seq.*
6. **Powers.** The Corporation shall have and exercise all rights and powers conferred on nonprofit corporations under Section 35-2-118 of the Montana Nonprofit Corporation Act, *provided*, however, that the Corporation shall not engage in any activities or exercise any powers that are not in furtherance of charitable purposes as that term is defined under the regulations for Section 501(c)(3) of the Internal Revenue Code of 1986, as amended.
7. **Directors.** The Corporation will be governed by a Board of Directors, who shall be elected and appointed in the manner provided by the Corporation's Bylaws.
8. **Registered Agent and Office.** The address of the Corporation's registered office at the time of the adoption of these Restated Articles of Incorporation is 311 Brantly Hall, The University of Montana, Missoula, Montana 59812. The name of the registered agent at such address as of the adoption of these Restated Articles of Incorporation is Kenneth V. Egan Jr.
9. **Restricted Activities.** No substantial part of the Corporation's activities shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene (including the publishing or distribution of statements) in any political campaign on behalf of or in opposition to any candidate for public office.
10. **Prohibited Activities.** Notwithstanding any other provision of these Articles, the Corporation shall not carry on any activities not permitted to be carried on (i) by a corporation exempt from federal income tax under Section 501(c)(3), or the corresponding section of any future federal tax code, or (ii) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code, or any corresponding section of any future federal tax code.

11. **Prohibited Distributions.** No part of the net earnings, properties or assets of the Corporation, on dissolution or otherwise, shall inure to the benefit of, or be distributable to, its directors, officers, or other private person or individual, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Section 5.
12. **Dissolution.** Upon dissolution of the Corporation, the Board of Directors shall, after paying or providing for a payment of all of the liabilities of the Corporation, distribute all of the remaining assets of the Corporation exclusively for the purposes of the Corporation and the purposes set forth in Section 501(c)(3) of the Internal Revenue Code. Any assets not so distributed shall be disposed of by the District Court of the County in which the principal office of the Corporation is then located, exclusively for the purposes or to the organization or organizations organized and operated for the purposes as the Court shall determine.
13. **No Personal Liability.** There shall be no personal liability of any Directors to the Corporation for monetary damages for breach of a Director's duties to the Corporation, provided that this limitation shall not apply to a breach of the Director's duty of loyalty to the Corporation, for acts or omissions not in good faith or involving intentional misconduct or a knowing violation of the law, for transactions from which the Director derives an improper personal economic benefit, or as otherwise limited in Section 35-2-213(2)(e) of the Montana Nonprofit Corporation Act or its successor.
14. **Restatement of Articles.** These Restated Articles of Incorporation supersede the heretofore existing Articles of Incorporation and all amendments thereto.

DATED this 8th day of June, 2012.

By: William Marcus, Board Chair

By: Ken Egan, Executive Director

CODE OF ETHICS

CONFLICT OF INTEREST POLICY

As a board member of Humanities Montana, I understand that I have an obligation to the organization I serve, to the general public, and to myself to maintain the highest standards of ethical conduct. I will not commit acts contrary to these standards nor will I condone the commission of such acts by others within Humanities Montana. Specifically, I agree to abide by the following policies:

INTEGRITY

I will perform my duties in accordance with the highest standards of business and personal ethics and will abide by all Humanities Montana policies.

I will refrain from either actively or passively subverting the attainment of Humanities Montana's legitimate and ethical objectives.

I will refrain from engaging in or supporting any activity that would discredit Humanities Montana.

I will represent the interests of all people and agencies served by Humanities Montana and not favor special interests inside or outside the organization.

CONFIDENTIALITY

I will keep confidential information confidential unless legally obligated to do otherwise.

I will refrain from using or appearing to use confidential information acquired in the course of my service for unethical or illegal advantage either personally or through third parties.

CONFLICT OF INTEREST

I will attempt to avoid direct or indirect, actual or apparent, conflicts of interest and advise all appropriate parties of any potential conflict. Such conflicts might occur if: my personal business or my friend or relative provides goods or services to Humanities Montana for consideration, or a vendor or business acquaintance with whom I have an outside business relationship provides goods or services to Humanities Montana for consideration. However, there may arise situations in which a conflict of interest transaction may be in the best interests of Humanities Montana. Therefore, as long as the board determines that such a transaction is in the best interests of Humanities Montana, it may be approved.

I will refuse any gift, favor, or hospitality that would influence or would appear to influence my actions or the actions of others, e.g., a referral fee or preferential discount, gift, or other valuable consideration from a vendor, paid promoter, fundraising event sponsor, or any other outside party, for referring Humanities Montana business to such party.

If I am requested by Humanities Montana to perform a service, or provide a product for the organization, competitive bids will be sought and/or a comparable valuation determined. More broadly, a determination will be made by the board whether this transaction is in the best interests of Humanities Montana. (If the contract is awarded, the board member will be paid accordingly for the service or product.) I will recuse myself from any board vote from which I could potentially benefit.

I understand that board members need not disqualify themselves from participation in the humanities, humanities organizations, or in projects supported by Humanities Montana because of board membership. However, board members should avoid any action which could be interpreted as a conflict of interest. Specifically, board members will always observe the following guidelines when conducting Humanities Montana business:

1. Before discussion or consideration of each grant proposal, the executive director or his/her designee will ask for declarations of any conflicts of interest. Board members with a real or apparent conflict of interest in a proposal *must leave* the room at any time the proposal is discussed or in the case of a phone or video conference must be removed from the conversation.
2. Board members *may not submit* applications for Humanities Montana funds. A board member *may not be designated* as the principal investigator (project director), fiscal agent, or authorizing agent of a project for which Humanities Montana funds are requested and *may not serve* in that role even if another name appears on the application.
 - a. If board members are participants in a project requesting Humanities Montana grant funds, the proposal should *clearly indicate* the nature of their participation.
 - b. Further, board members and their immediate family members *may not receive* honoraria, salaries, or stipends for project-related activities, grant participation, council-conducted programs, or other council business. (Expenses, such as travel, may be reimbursed.)
 - c. Exceptions to this policy may be considered by the Executive Committee on a case-by-case basis and may be approved by a majority vote of those present. The reasoning behind any exceptions will be clearly delineated in the respective meeting minutes of the Executive Committee.
3. Unless determined otherwise with reasoning clearly delineated in the respective meeting minutes, board members *must remove* themselves from discussion of and voting on proposals that are submitted by co-workers in the same organization or by teachers or professors from the same department of their institution.
4. Unless determined otherwise with reasoning clearly delineated in the respective meeting minutes, board members *must remove* themselves from discussion of and voting on proposals that they have helped prepare or for projects in which they will take part.
5. Unless determined otherwise with reasoning clearly delineated in the respective meeting minutes, board members *must remove* themselves from discussion of and voting on proposals in which there is even the appearance of a conflict of interest.
6. Board members *cannot receive* grant funding under any of the above provisions for up to six months following the completion of their terms on the board.

Note: These conflict of interest provisions also apply to Humanities Montana staff members, significant contractors, and volunteers.

I, _____ do attest and agree to be bound by the foregoing standards.
(please print name)

Signature

Date

INTRODUCTION

This code of conduct outlines the behavior expected of all members of the Humanities Montana Board of Directors. As board members we strive to support Humanities Montana (HM) in the fulfillment of its mission: "Humanities Montana serves communities through stories and conversation. We offer experiences that nurture imagination and ideas by speaking to Montana's diverse history, literature, and philosophy." According to the organization's bylaws, the purpose of the board "is to encourage and promote, through grants or other arrangements with nonprofit groups, education in, and public understanding of and appreciation of the humanities in Montana." It is the responsibility of HM's board of directors to further the work of the organization in as healthy, respectful, and productive a manner as possible. To that end, the board commits to adhering to the following code of conduct.

CONDUCT AT MEETINGS

All HM board members will:

- Be prepared for general, special and committee meetings;
- Be familiar with all agenda items, having studied pertinent documents prior to meetings;
- Fully participate and respect and follow the meeting agenda;
- Practice civility and act respectfully toward all meeting participants;
- Be mindful of the difference between the intent and impact of one's statements and actions;
- Support board actions, recognizing the board speaks with one voice;
- Honor the role of the chair as meeting leader and manager.

CONDUCT TOWARDS STAFF

All HM board members will:

- Follow the chain of command;
- Act with the knowledge that the board hires and evaluates the executive director, who, in turn, is responsible for hiring, supervising, and evaluating staff members;
- Refrain from involving oneself in the director-staff relationship;
- Direct any comments about staff performance only to the executive director through private correspondence or conversation;
- Discuss any issue concerning the executive director's performance with the board chair only;
- Treat all staff respectfully;
- Communicate honestly and openly;
- Refrain from publicly criticizing any staff member;
- Never act in an intimidating or harassing manner;
- Refrain from engaging in, or speculating about, administrative functions not within the purview of the board's duties and responsibilities.

CONDUCT WITH THE PUBLIC (INCLUDING THIRD-PARTY CONSULTANTS)

All HM board members will:

- Adhere to HM's conflict of interest policy;
- Reroute any complaints from the public to the executive director;
- Refrain from criticizing other members of the board or staff;
- Uphold and respect confidentiality agreements;
- Avoid interacting with, or contacting, third-party consultants or vendors, such as mediators, who are working with the staff and the executive director unless empowered to do so by the board chair;
- Differentiate between personally held viewpoints and those held by the organization, and plainly state which entity one is representing in stating those views;
- Support HM's mission and goals;
- Act and speak professionally.

CORRESPONDENCE CONDUCT

All HM board members will:

- Limit email correspondence to logistics and committee matters;
- Correspond respectfully and with civility.

SANCTIONS

Violations of this code of conduct may result in a director's removal from the board. According to Section IV, pt. 12, of HM's bylaws, a 2/3 vote of members at a duly constituted meeting can remove a director from the board. This must occur at a regular or special meeting of the board, the agenda for which includes said removal.

I, _____ do attest and agree to be bound by the foregoing standards.
(please print name)

Signature

Signature Date

WHISTLEBLOWER POLICY

Humanities Montana's Code of Ethics and Conduct (see board bylaws) requires board members, officers, and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As employees and representatives of Humanities Montana, we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

Reporting Responsibility

It is the responsibility of all board members, officers, and employees to comply with this Code of Ethics and Conduct and to report violations or suspected violations in accordance with this Whistleblower Policy.

No Retaliation

No board member, officer, or employee who in good faith reports a violation of the Code shall suffer harassment, retaliation or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within Humanities Montana prior to seeking resolution outside Humanities Montana.

Reporting Violations

The code addresses Humanities Montana's open door policy and suggests that employees share their questions, concerns, suggestions or complaints with someone who can address them properly. In most cases, an employee's supervisor is in the best position to address an area of concern. However, if you are not comfortable speaking with your supervisor or you are not satisfied with your supervisor's response, you are encouraged to speak with anyone in management (i.e., senior staff) whom you are comfortable in approaching. Supervisors and managers are required to report suspected violations of the Code of Conduct to Humanities Montana's compliance officer, who has specific and exclusive responsibility to investigate all reported violations. For suspected fraud, or when you are not satisfied or uncomfortable with following Humanities Montana's open door policy, individuals should contact the compliance officer directly.

Compliance Officer

Humanities Montana's compliance officer is responsible for investigating and resolving all reported complaints and allegations concerning violations of the code and, at his/her discretion, shall advise the executive director and/or the Executive Committee. The compliance officer has direct access to the Executive Committee of the board of directors and is required to report to the Executive Committee at least annually on compliance activity. Humanities Montana's accountant, Jodi Todd, hm.accountant@humanitiesmontana.org serves as compliance officer.

Accounting and Auditing Matters

The Executive Committee of the board of directors shall address all reported concerns or complaints regarding corporate accounting practices, internal controls or auditing. The compliance officer shall immediately notify the Executive Committee of any such complaint and work with the committee until the matter is resolved.

Acting in Good Faith

Anyone filing a complaint concerning a violation or suspected violation of the code must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation of the code. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Confidentiality

Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Handling of Reported Violations

The Compliance Officer will notify the sender and acknowledge receipt of the reported violation or suspected

violation within five business days. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

Hotline

Allegations of waste, fraud, or mismanagement of federal funds may also be reported anonymously to the National Endowment for the Humanities' hotline. If the allegation is found to relate to issues other than mismanagement of federal funds, the NEH Office of the Inspector General (OIG) will refer the matter to the appropriate authorities.

There are four ways to contact NEH's OIG to report an act you believe to be wasteful or fraudulent:

1. **CALL (toll-free):** 1 (877) 786-7598
2. **WRITE:**
Office of Inspector General
National
Endowment for
the Humanities
1100
Pennsylvania
Avenue, N.W.
Room 419
Washington, D.C. 20506
3. **EMAIL:** oig@neh.gov
4. **INTERNET FORM:** [click here](#)

Board of Directors Feb 2026

Name	Last Name	Term	Leadership	Committee	Mailing address	City, State, Zip Code	Email	Phone number
Glory	Blue Earth	2028*	Vice Chair	Governance	3750 Heather Drive	Helena, MT 59602	gloryblueearth@outlook.com	406-369-4734
Sara	Bruya	2029**		Finance	210 Agnes Ave	Missoula MT 59801	sara.bruya@gmail.com	406-396-4487
David	Cates	2028		Finance	141 Kensington Ave	Missoula MT 59801	dacates@myctl.net	406-214-4396
Jen	Corning	2027		Governance	2939 Gregory Dr N	Billings MT 59102	jennifercorning@mac.com	406-679-2210
Slaven	Lee	2029**		Programs and Outreach	1256 S 3 rd St W	Missoula, MT 59801	slavenl@missoulapubliclibrary.org	206-491-9137
Ray	Ekness	2028		All	532 Ford St.	Missoula, MT 59801	ray.ekness@umontana.edu	406-240-4939
Precious	McKenzie	2029**		Governance	3949 Pine Cove Road	Billings, MT 59102	preciousmmckenzie@gmail.com	
Karen	Reiff	2026**		Governance	2709 3rd Ave N	Great Falls, MT 59401	Kureiff@yahoo.com	406-590-4130
Esther Beth	Sullivan	2027**	Chair	Finance	3146 Peregrine Ln.	Billings, MT 59106	ebsullivan1234@gmail.com	907-317-8863
Jaci	Webb	2029		Programs and Outreach	214 Custer Ave	Billings, MT 59101	jwebb@laureloutlook.com	406-698-3312
Tim	Wilson	2026**		Finance	2164 Highway 78	Roscoe, MT 59071	timreneewilson@att.net	713-419-8863

*Governor's Appointees

**Eligible for second term

Humanities Montana Staff FY2026

Name	Last Name	Position	Email	Phone
John	Knight	Interim Executive Director	john.knight@humanitiesmontana.org	406-243-6022
Jennifer	Bevill	Programs Development Director	jennifer.bevill@humanitiesmontana.org	406-243-4649

Humanities Montana – Across the Map – All 56 Counties!

Aspiration: Board will utilize HM metrics to better inform board-level decision-making and oversight

- HM staff will provide 'year-to-date' or 'at-a-glance' numbers at each board meeting:
 1. Cash on hand (number of days for full and minimal operation)
 2. Fundraising to date (unrestricted donations)
 3. % of board members who have donated (both cash and in-kind)
 4. Program overview, per major HM program:
 - # of events, # of persons served
 - # of communities served, % of rural communities, # of counties
 5. Grants overview, per grant program:
 - # of applications, # of awards, total award amount, annual funding rate
 - # of communities served, % of rural communities, # of counties
- HM staff will aspire to provide '3-year trends' with year-over-year comparisons for:
 1. yearly unrestricted donations
 2. Programs: # of events, # of persons served, # of counties
 3. Grants: Total \$\$ awarded, annual funding rate, # of counties
 4. % of total budget for: administration, direct program support, subawards

Aspiration: Board will assist directly with fundraising efforts utilizing HM's new "Communication Toolkit"

- HM staff have a development plan that includes direct appeals, listening sessions, and board outreach.
 - Board members are asked to connect with individuals in their city/region who have donated to HM in the past.
 - Each board member has a list of contacts; HM staff will work with board members to provide contact information and strategies for outreach.
 - To assist in these efforts, the Communication Toolkit provides 'elevator pitches,' 'conversation suggestions,' and 'talking points.'

Aspiration: Board members will serve as HM's most ardent ambassadors and advocates

- With impact numbers provided by HM
 - Board members are encouraged to contact Montana's congressional delegation in person, by phone, and/or in writing to advocate for authorization of NEH funding.
 - Board members are encouraged to contact state-wide leaders in person, by phone, and/or in writing to advocate for support of Humanities Montana.
- With better calendaring of events and advance notice
 - Board members are encouraged to attend Humanities Montana events.
 - Board members are encouraged to spread the word about Humanities Montana events in their communities.



FEDERAL/STATE PARTNERSHIP

A Handbook for New Board Members
of State and Jurisdictional
Humanities Councils



**“The arts and the humanities
belong to all the people
of the United States.”**

–National Foundation on the Arts and the Humanities Act of 1965

Welcome

Dear Colleague,

On behalf of the National Endowment for the Humanities (NEH), congratulations and welcome! As a board member of a state or jurisdictional humanities council, you are a part of a small cadre of individuals who serve a multifaceted organization that is both local and national in scope. This is a position of great privilege and responsibility; NEH thanks you for your dedication, commitment, and service to the humanities.

NEH provides general operating support awards to 56 states and jurisdictions to bring humanities education, lifelong learning, and public humanities programming to communities across the country; this support is managed by NEH's Office of Federal/State Partnership. By congressional mandate, approximately 40 percent of NEH's annual appropriation is sent directly to the state and jurisdictional humanities councils. The councils tailor their grantmaking and programs to the needs, resources, and interests of their state or jurisdiction.

As a member of the board, you provide leadership and vision to an organization with an established record of success and exciting plans for the future. As an ambassador of the council, you will attend council-funded programs, oversee or help plan the council's work, ensure solid financial and fiduciary stewardship, and represent the council at public events and state and national meetings. The rich variety of meaningful, council-conducted programs, and your state or jurisdiction's cultural environment will make your tenure on the board an experience like no other.

We hope this handbook orients you to NEH and your role as a board member. We encourage you to learn more about the work of NEH on our website (neh.gov). If you have any questions or would like to share your ideas, please feel free to call or email me at 202/606-8307 or kkenton@neh.gov; I always enjoy hearing from you.

We look forward to working with you and extend a warm and sincere welcome!

Karen Kenton

Director, Office of Federal/State Partnership, NEH

Governance: The Work of the Board

A nonprofit governing board is expected to be responsible and accountable as it represents the public trust, ensuring that the organization carries out the purposes for which it was established and as expressed in its mission statement. Each state and jurisdictional humanities council oversees the expenditure of taxpayer dollars, yet they operate as independent entities and rely on citizen volunteers to provide governance and leadership. Councils develop comprehensive plans for meeting the needs of their state or jurisdiction, maintaining and delivering strong programs, and acting as a bridge between scholars and the public.

An essential function of the board is building a solid working relationship with the executive director. The executive director is the person who maintains the daily operations and programs of the council, leads the staff, and is the main point of contact with NEH. All members of the board should have a solid, professional relationship with the executive director. Such relationships, forged through frequent, ongoing communications, are essential to the council's success.

Council boards are expected to support and work together with the executive director to:

- set goals and conduct long-range planning (strategic planning)
- conduct overall program evaluation
- evaluate the executive director's work on a regular basis
- create and sign board ethics and conflict-of-interest policies
- participate in board development and evaluation program
- broaden constituencies for the council's work
- fundraise
- respond to questions or suggestions raised in public meetings
- actively participate in the NEH self-assessment process
- ensure compliance with federal-wide grant regulations and NEH policies

Each member of the board is also responsible for fulfilling three legal duties: the duty of care, the duty of loyalty, and the duty of obedience.¹

The Duty of Care requires that board members “be reasonably informed about the organization’s activities, participate in decisions, and do so in good faith and with the care of an ordinarily prudent person in similar circumstances.”

The Duty of Loyalty requires that board members “exercise their power in the interest of the organization and not in their own interest or in the interest of another entity, particularly one in which they have a formal relationship.”

The Duty of Obedience requires that board members “comply with applicable federal, state, and local laws; adhere to the organization’s bylaws; and remain guardians of the organization’s mission.”

Council programs should be reflective of and respond to the needs and interests of the public. Councils should evaluate operations and programs on a regular basis, incorporating fresh visions and strategies. Strong working relationships with the staff, effective committees, and well-managed board meetings are important for the council’s success. Your adherence to best practices will ensure the health of the organization, which is essential as the council continues to strengthen the intellectual and cultural life of the state or jurisdiction with rich and meaningful humanities scholarship and programs.

NEH funding is used to support rich, compelling council-conducted and council-funded humanities programs. NEH funding may not be used to engage in lobbying activities. Additionally, council-conducted and council-funded programs that advocate a particular political, religious, or ideological point of view or promote political or social action are not allowed when using federal funds.

We encourage you to become acquainted with the rules concerning council functions set by NEH, including the [legislation pertaining to councils \(Sec. 956 \(sec. 7\)\(f\)\(1-8\)\)](#) and the [General Terms and Conditions](#) for General Support Grants to State Humanities Councils, as well as any rules set by the council itself.

¹ Bruce R. Hopkins, JD, LL.M. *Legal Responsibilities of Nonprofit Boards*, Second Edition (Washington, D.C.: BoardSource, 2009).

NEH provides a BoardSource membership to all board members and council staff, at no cost. BoardSource is a 501(c)(3) organization that provides an extensive range of tools, resources, and research data to increase board effectiveness and strengthen organizational impact. We encourage you to take advantage of the many resources available by registering for an account. Learn more at boardsource.org

For instructions on how to register, email us at fedstate@neh.gov

Partnership: NEH and Humanities Councils

NEH is an independent federal agency established by Congress in 1965 to support and fund research, education, and public projects in the humanities. NEH accomplishes this through its seven divisions and offices: Challenge Programs, Digital Humanities, Education, Federal/State Partnership, Preservation and Access, Public Programs, and Research. NEH collaborates with the nation's state and jurisdictional humanities councils through the Office of Federal/State Partnership.

The state and jurisdictional humanities councils were first established in the early 1970s. They operate, as designated by Congress, in the states as well as in the District of Columbia, Puerto Rico, the U.S. Virgin Islands, Guam, the Commonwealth of the Northern Mariana Islands, and American Samoa. Since 1976, when councils were expressly incorporated in the federal legislation that authorizes NEH, they have expanded their audience and focus.

Today, the councils employ nearly 500 staff members and engage over 1,000 board members. They develop humanities

programs that draw on local resources and support the unique needs of the diverse communities they serve, including teachers and students, newly literate adults, prison inmates, senior citizens, veterans, and other groups. Each council operates as an independent nonprofit organization; it sets its own programming priorities, defines the best approach to fulfill its mission, and makes public humanities programs available to all.

NEH's broad mandate to all councils is to:

- **strengthen** teaching and learning in schools and colleges
- **facilitate** research and original scholarship
- **provide** opportunities for lifelong learning
- **preserve** and provide access to cultural and educational resources
- **strengthen** the institutional base of the humanities

Information Sharing: News and Updates

Through annual and cyclical reporting, NEH regularly requests and collects important information from state and jurisdictional humanities councils. In addition, we request that councils share council-generated materials and newsletters with the Office of Federal/State Partnership.

The Office of Federal/State Partnership regularly communicates with the councils and shares important information from NEH, including grant opportunities, award nominations, and announcement of public events and projects.

If you have a question, idea to share, or would like to meet with staff at NEH, please don't hesitate to visit, call, or email. We look forward to working together.

Important Reports and Deadlines

- January: Deadline to submit Activities and Outcomes form, Board Minutes, Board and Staff List, Subaward Summary, and Federal Financial Report.
- May: Deadline to submit the General Operating Support Grant program application, Annual Plan, and Lobbying forms.
- SF-424A Budget Information Form: Due sixty days after the full award amount for a given federal fiscal year has been awarded.
- Self-Assessment Report: Due every five years in advance of the site visit. The report provides a detailed review of the organization, governance, operations, programs, and future plans.
- Site Visit: The site visit occurs once every five years.
- Councils respond to site visitors' observations and recommendations, as well as outline progress and activity since the site visit.
- Annual Audit: Information on audits can be found on page 8, *Get to Know NEH: Office of the Inspector General*.

Get to Know NEH: Core Work and Key Staff

OFFICE OF FEDERAL/STATE PARTNERSHIP

The Office of Federal/State Partnership brings humanities education, lifelong learning, and public humanities programming to communities across the country by providing general operating support awards to 56 states and jurisdictions. Within NEH, the office represents the interests of the state and jurisdictional humanities councils.

The Office of Federal/State Partnership encourages councils to produce and support programming that makes rich humanities ideas accessible for general public audiences, fosters discussion, and promotes civic engagement. In addition, the office encourages councils to serve as models of excellent nonprofit management; to maintain open communication, mutual support, and shared goals with NEH and other councils; and to exercise responsible and impeccable stewardship of all funds, public or otherwise, entrusted to them.

The office oversees the congressionally appropriated General Operating Support Grants program, a grant program that provides funding to councils for general operations and subawards. It is important to note that General Operating Support Grant funding cannot be used for, among other restrictions, advocacy of a particular program of social or political action.

Staff members facilitate council reviews; maintain communication with the council community; read council board minutes, newsletters, and other publications; amplify councils' activities on the web and social media; and track trends and ideas in the nonprofit sector.

Additionally, the Office of Federal/State Partnership assists councils in planning and evaluating their programming and operations. The office works with each council to ensure compliance with legislative requirements by collecting data regarding the reach and impact of programs and grants, board composition, and governance.

Finally, the Office of Federal/State Partnership builds and cultivates collaborative and cross-sector partnerships for NEH and the council community.

Contacts: Karen Kenton, director; Meg Ferris McReynolds, senior program officer; Jean Wortman, program officer; and Elizabeth Quaglieri, program officer; fedstate@neh.gov, 202/606-8254

What's the difference between the Office of Federal/State Partnership and the Federation of State Humanities Councils?

- The Office of Federal/State Partnership is a grant-making division of the National Endowment for the Humanities, an independent federal agency of the United States Government that is located within the Executive Branch.
- The Federation of State Humanities Councils is the membership organization of the state and jurisdictional humanities councils. Like the councils, it is a 501(c)(3) nonprofit. Two of the Federation's major annual activities are the National Humanities Conference and Humanities on the Hill, a focused congressional advocacy effort.

While the Office of Federal/State Partnership and NEH work closely with the Federation, they are not connected except through shared interests and goals.

OFFICE OF THE INSPECTOR GENERAL (OIG)

The Office of the Inspector General provides independent oversight of all NEH programs and operations. The office is responsible for conducting audits and investigations; reviewing legislation; recommending policies to promote efficiency and effectiveness; and preventing and detecting fraud, waste, abuse, and mismanagement concerning federal funds.

The OIG is also responsible for ensuring that audits of NEH awards, as conducted by non-federal auditors, conform to federal requirements. Subpart F of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles,

and Audit Requirements for Federal Awards (2 CFR Part 200) establishes audit requirements for state and local governments, colleges and universities, and non-profit organizations receiving federal awards.

All humanities councils that expend \$750,000 or more a year in federal awards must undergo an annual organization-wide audit that includes the council's financial statement and compliance with federal award requirements (i.e., Single Audit requirement). Humanities councils that expend less than \$750,000 in federal awards during the organization's fiscal year are not subject to Single Audit requirements; however, if the organization expends between \$500,000 and \$750,000 in funds awarded through NEH general support grants, the organization must undergo a compliance audit of the Federal/State Partnership program for that fiscal year (i.e., NEH program audit requirement). OIG staff routinely complete desk reviews of single audit reports and on-site quality control reviews of work papers prepared by non-federal auditors during performance of single audit engagements.

Lastly, OIG staff provide audit and accounting guidance to the humanities council community. The OIG has also published materials to assist the accountability efforts of the community, which include an [Accounting System Manual for State Humanities Councils](#) (revised, January 2009) and a [Program-Specific Audit Guide: Federal/State Partnership Program](#) [CFDA No. 45.129].

Contact: Laura Davis, inspector general; ldavis@neh.gov, 202/606-8350

OFFICE OF GRANT MANAGEMENT (OGM)

The Office of Grant Management is responsible for overseeing compliance with the administrative requirements, cost principles, audit requirements, and other non-programmatic aspects of the awards. Activities include, but are not limited to, evaluating applications for administrative content and compliance with statutes, regulations, and guidelines; negotiating awards; providing consultation and technical assistance to applicants and recipients, including interpretation of federal award admin-

istration policies and provisions; and post-award monitoring and compliance, including reviewing financial reports and closing out awards. The Office of Grant Management is the focal point for receiving and acting on requests for prior approval or for changes in the terms and conditions of award. The Office of Grant Management is the only office authorized to issue the notice of award that obligates the NEH to the expenditure of federal funds or to change the funding, duration, or other terms and conditions of an award.

Contact: Chris Sciotto, grants management specialist, Alabama through Missouri; Lindsay Simmons, grants management specialist, Montana through Wyoming; grantmanagement@neh.gov, 202/606-8494

Connect with NEH

- Conveniently located in the Constitution Center, 400 7th St., SW, Washington, DC
- Visit us online, at neh.gov
- Read HUMANITIES magazine, with *Statements* and *Around the Nation* devoted to state and jurisdictional humanities councils
- Connect with the NEH on social media @NEHgov



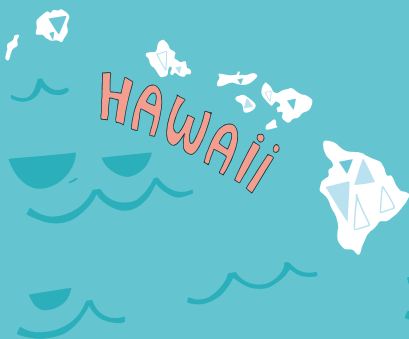
American Samoa



GUAM



Northern Mariana Islands



neh.gov

follow us on:



@NEHgov

89

11/2022

Budget Metrics:

Projected FY26 revenue: \$583,710

Projected FY26 expenses: \$549,972.60

Projected Projected FY Surplus: \$33,737.40

Cash on hand: \$554,526.97 (as of Jan 22, 2026 and adjusted in QuickBooks)

Note: includes restricted and unrestricted funds.

Bank Accounts:

- Checking: \$11,309.14
- Savings: \$543,217.83

Note: as of Jan 30, 2026, \$648,217.50 in bank accounts. Checking: \$104,335.64;

Savings: \$543,881.86

NEH Potential Draw Down FY26: \$916,158

Note: Recent legislation, H.R. 6938, signed into law on January 23, 2026, assigns funding in FY26 for state humanities councils through the National Endowment for the Humanities at FY25 levels. At this time, Humanities Montana is unable to access any of these approved funds. The drawdown amount listed above reflects what was originally budgeted for FY25 prior to the termination of HM's FY25 General Operating Support grant in April 2025 and its subsequent partial reinstatement at 20% funding in June 2025.

Monthly burn (current): \$20,500–\$25,000

Close out costs (in the event of hiatus): \$92,991

Number of months that can be covered in cash (minus close out): 22 Months

Cash on Hand (\$554,526.97) - Closeout Costs (\$92,991) / Monthly Burn (\$25,000) = 22 months

Budget Summary

Humanities Montana enters FY26 in a position of renewed financial stability, following a strong FY25 close driven by successful fundraising and major grant support.

FY25 closed with \$1,136,735.32 in total operating revenue, including \$654,628.22 in federal grant income, \$78,185.00 in other grant funding, and \$403,922.10 in individual contributions and earned income, against \$819,361.22 in total expenses, resulting in a net operating surplus of \$317,374.10. This strong close reflects the successful completion of the \$50,000 Mellon Foundation match, broad donor support, and careful expense management. As a result, Humanities Montana begins FY26 with \$554,526.97 in combined checking and savings, providing solid operating flexibility as programs continue to rebuild.

Key Points:

- \$1,136,735.32 total FY25 operating revenue
 - including \$654,628.22 federal grant income
 - \$78,185.00 in other grants
 - \$403,922.10 in contributions, grants, donations and earned income
- \$819,361.22 total FY25 expenses
 - yielding a \$317,374.10 operating surplus

The FY26 budget focuses on rebuilding core programs, expanding statewide access, and strengthening revenue diversification. For planning, the FY26 budget does not assume renewed NEH funding and instead reflects a deliberately cautious operating model. The budget projects \$583,710 in total operating revenue and \$549,972.60 in total expenses, resulting in a projected net surplus of \$33,737.40. Much of this budget assumes increased grant and donor/fundraising driven revenues, as well as carryover funds from FY25.

Current FY26 monthly spending is running lower than FY25, at an estimated \$20,500–\$25,000 per month. Current cash balances provide approximately 8.1 months of baseline runway, expected to extend to 10–14+ months as foundation grants and fundraising are realized.

Key Financial Metrics

- Total FY26 projected revenue: \$583,710
- Total FY26 projected expenses: \$549,972.60
- Projected FY26 net surplus: \$33,737.40
- Current actual monthly burn: ~\$20,500–\$25,000

FY26 Budget Approved		No NEH	Notes
REVENUE AND SUPPORT			
	FY25 Reserves	\$300,000.00	April FR, Reserve Funds
Revenue	Speaker Co-Pays	\$3,000.00	
Support	FSHC/Mellon Funds Carry Forward	\$200,000.00	Spend by Dec 2026
	NEH GOS Grant	\$0.00	
	MT Cultural Trust	\$6,500.00	MT Poet Laureate --actually \$10,000 per year for two years JB
	Private Foundations	\$175,000.00	See separate sheet for details
	Monthly Giving	\$4,800.00	\$400 per month currently
	Individual Contributions	\$136,000.00	\$50k Match + Annual Giving + 100% board giving
	Board Travel Donations	\$5,000.00	
	House Parties/Events	\$5,000.00	
Other	MCF Endowment	\$4,000.00	
	FIB Savings Acct Interest	\$5,000.00	
	FY26 Total Income	\$544,300.00	
	FY25 Reserves + FY26 Income	\$844,300.00	
EXPENSES			
	Payroll	\$177,618.00	No raises FY26
	Payroll Taxes	\$17,881.80	
	Health Benefits (Health, Dental, Eye)	\$36,000.00	\$1500 per employee/per month/ 2 employees
	Life Insurance/LTD	\$1,550.00	HM provides 100%
	Retirement Benefits	\$16,981.80	10% of Salary
	Other Benefits	\$1,200.00	Cell phone stipend
Subtotal Personnel		\$251,231.60	
	Board Expenses incl. Travel	\$20,000.00	2 in-person, 1 virtual meeting
	Staff Travel	\$10,000.00	Humanities on the Hill, donor meetings, DP site visits, MLA
	DP Library Stipends	\$30,000.00	Llewellyn Grant
	MT Center for the Book (One Book Montana/Statewide Read)	\$5,000.00	Mellon or NEH
	MT Poet Laureate Honoraria/Travel	\$36,500.00	MT Cultural Trust +Heyneman
	250th Speaker Honoraria/Travel	\$20,000.00	Fundraise or NEH
	The Study Honoraria	\$20,000.00	Fundraise or NEH
	Public Humanities Fellowships	\$0.00	NEH
	Mini-Grants	\$0.00	NEH
	Marketing/Website	\$17,280.00	Digital Spark Creative
	Comms/FR Consultant	\$30,000.00	Comms and FR support
	Executive Consultant	\$8,000.00	Executive Consultant
	Liability Insurance including D&O	\$2,000.00	
	Accounting/Bookkeeping	\$12,000.00	Est. 20 hrs per month
	Printing	\$1,500.00	Fundraising/Outreach
	Postage	\$500.00	Fundraising/Outreach
	Office Supplies	\$1,000.00	
	UM Lease/Parking/IT Support	\$11,000.00	
	Dues & Subscriptions	\$4,441.00	See separate sheet for details
	Federation Dues	\$18,000.00	Based on FY25 Expenses (this will be a sliding scale cost in 2026)
	Administrative Expenses	\$9,850.00	See separate sheet for details
	Audit/990/5500	\$12,000.00	Federal revenue less than \$1M - no single audit is required
	Professional Development	\$1,000.00	NHC Cancelled 2025
	Miscellaneous	\$250.00	
Subtotal Other		\$270,321.00	
TOTAL FY26 EXPENSES		\$521,552.60	
FY26 NET SURPLUS		\$22,747.40	
Reserves/Savings Balance		\$522,747.40	

FY26 Budget Updated		No NEH	Notes
REVENUE AND SUPPORT			
	FY25 Reserves	\$300,000.00	April FR, Reserve Funds
Revenue	Speaker Co-Pays	\$3,000.00	
Support	FSHC/Mellon Funds Carry Forward	\$200,000.00	Spend by Dec 2026
	NEH GOS Grant	\$0.00	
	MT Cultural Trust	\$10,000.00	MT Poet Laureate --actually \$10,000 per year for two years
	Private Foundations	\$210,910.00	See separate sheet for details
	Monthly Giving	\$4,800.00	\$400 per month currently
	Individual Contributions	\$136,000.00	\$50k Match + Annual Giving + 100% board giving
	Board Travel Donations	\$5,000.00	
	House Parties/Events	\$5,000.00	
Other	MCF Endowment	\$4,000.00	
	FIB Savings Acct Interest	\$5,000.00	
	FY26 Total Income	\$583,710.00	
	FY25 Reserves + FY26 Income	\$883,710.00	
EXPENSES			
	Payroll	\$177,618.00	No raises FY26
	Payroll Taxes	\$17,881.80	
	Health Benefits (Health, Dental, Eye)	\$36,000.00	\$1500 per employee/per month/ 2 employees
	Life Insurance/LTD	\$1,550.00	HM provides 100%
	Retirement Benefits	\$16,981.80	10% of Salary
	Other Benefits	\$1,200.00	Cell phone stipend
	Subtotal Personnel	\$251,231.60	
	Board Expenses incl. Travel	\$20,000.00	2 in-person, 1 virtual meeting
	Staff Travel	\$10,000.00	Humanities on the Hill, donor meetings, DP site visits, MLA
	DP Library Stipends	\$30,000.00	Llewellyn Grant
	MT Center for the Book (One Book Montana/Statewide Read)	\$5,000.00	Mellon or NEH
	MT Poet Laureate Honoraria/Travel	\$25,910.00	MT Cultural Trust + Heyneman + MAC AISC Grant
	250th Speaker Honoraria/Travel	\$17,500.00	MT250 Partial Award
	By the People	\$25,000.00	FSCH/Smithsonian Grant, collaboration with MAC
	The Study Honoraria	\$20,000.00	Fundraise or NEH
	Public Humanities Fellowships	\$0.00	NEH
	Mini-Grants	\$0.00	NEH
	Marketing/Website	\$28,800.00	Digital Spark Creative (increase Nov 1, 2025)
	Development Consultant	\$13,000.00	Deb Gill/Alliance Philanthropy
	Comms/FR Consultant	\$10,000.00	Comms and FR support (reduced amount from \$20,000 to \$10,000.00)
	Executive Consultant	\$0.00	Executive Consultant (reduced amount from \$10,000 to \$0.00)
	Liability Insurance including D&O	\$2,000.00	
	Accounting/Bookkeeping	\$12,000.00	Est. 20 hrs per month
	Printing	\$1,500.00	Fundraising/Outreach
	Postage	\$500.00	Fundraising/Outreach
	Office Supplies	\$1,000.00	
	UM Lease/Parking/IT Support	\$11,000.00	
	Dues & Subscriptions	\$4,441.00	See separate sheet for details
	Federation Dues	\$18,000.00	Based on FY25 Expenses
	Administrative Expenses	\$9,850.00	See separate sheet for details
	Audit/990/5500	\$21,400.00	\$Audit \$19,000 + Form 990/5500 2,400.00
	Professional Development	\$1,000.00	NHC Cancelled 2025
	Miscellaneous	\$250.00	
	Subtotal Other	\$288,151.00	
	TOTAL FY26 EXPENSES	\$539,382.60	
	FY26 NET SURPLUS	\$44,327.40	
	Reserves/Savings Balance	\$544,327.40	

Profit and Loss
HUMANITIES MONTANA
November 1, 2024-October 31, 2025

Distribution account	Total
Income	
4015 Co-Pay Income	4,350.00
4600 Interest and Dividends-Non Fed	6,332.60
4602 Realized Gain/Loss	643.48
4603 Unrealized Gain/Loss	707.64
4700 Misc Income	850.00
4740 Royalties	109.80
Total for 4700 Misc Income	\$959.80
4701 Federal Grant Income	654,628.22
4703 Misc Grant Funding	78,185.00
4730 Donations-Unrestricted	353,949.17
4731 Expense Reim Donations-Speaker	841.07
4732 Exp Reim Donations-Board Member	3,038.34
Total for 4730 Donations-Unrestricted	\$357,828.58
4735 Donations-Restricted	32,500.00
Uncategorized Income	600.00
Total for Income	\$1,136,735.32
Gross Profit	\$1,136,735.32
Expenses	
50000 Salary and Benefits	
5010 Payroll Expenses	374,626.27
5020 Payroll Taxes	32,619.57
5021 Work Comp Premiums	2,694.21
5022 Health Insurance Premiums	79,322.89
5025 Retirement Plan Expense	38,477.59
Total for 50000 Salary and Benefits	\$527,740.53
5155 Award Expense	10,850.00
5160 Honoraria Expense	42,490.18
5998 Other Expenses	559.44
60000 General and Administrative Exp	
5026 Campus Parking Decal	3,875.00
5027 Parking	5.00
5033 Travel-Other	30,833.64
5031 Travel-Staff	11,524.25
5032 Travel-Board	6,032.43
Total for 5033 Travel-Other	\$48,390.32
5034 Meals/Food	4,363.13
5050 Rent and Administration	7,447.98

5055 Employee Insurance Admin Fees	115.00
5060 Supplies	4,562.23
5080 Postage	1,514.62
5090 Books and Materials	799.36
5096 Bank and Credit Card Fees	1,240.65
5097 Interest Expense	50.00
5112 Copies/Printing Expense	1,150.29
5143 Network Expense	5,454.10
5144 Database Expense	6,841.36
5150 Professional Services	11,125.00
5220 Audit Expense	21,400.00
Total for 5150 Professional Services	\$32,525.00
5151 Professional Development	8,218.44
5152 Professional Meetings Staff	130.00
5170 Insurance	1,442.00
5180 Dues and Subscriptions	5,844.77
5190 Federation Dues	16,711.00
5208 Facility/Room Rental	375.00
5217 Endowment Expense	508.46
5219 Marketing	13,460.06
5225 Website Expense	14,685.25
5999 Miscellaneous	-150.00
Total for 60000 General and Administrative Exp	\$179,559.02
6010 Subaward Expense	58,162.05
7000 Void	0.00
Total for Expenses	\$819,361.22
Net Operating Income	\$317,374.10
Net Other Income	
Net Income	\$317,374.10

Accrual Basis Thursday, January 22, 2026 02:48 PM GMTZ

Profit and Loss
HUMANITIES MONTANA
November 1, 2025-January 23, 2026

Distribution account	Total
Income	
4600 Interest and Dividends-Non Fed	1,178.97
4701 Federal Grant Income	27,888.58
4703 Misc Grant Funding	15,190.00
4730 Donations-Unrestricted	3,791.88
Uncategorized Income	858.00
Total for Income	\$48,907.43
Gross Profit	\$48,907.43
Expenses	
50000 Salary and Benefits	
5010 Payroll Expenses	30,198.78
5020 Payroll Taxes	2,417.77
5021 Work Comp Premiums	59.20
5022 Health Insurance Premiums	6,190.31
5025 Retirement Plan Expense	2,538.64
Total for 50000 Salary and Benefits	\$41,404.70
5160 Honoraria Expense	923.60
60000 General and Administrative Exp	
5033 Travel-Other	
5031 Travel-Staff	351.64
Total for 5033 Travel-Other	\$351.64
5034 Meals/Food	114.21
5055 Employee Insurance Admin Fees	7.50
5060 Supplies	137.83
5080 Postage	149.20
5144 Database Expense	555.52
5150 Professional Services	
5220 Audit Expense	900.00
Total for 5150 Professional Services	\$900.00
5180 Dues and Subscriptions	79.95
5221 Fundraising Expense	6,500.00
5225 Website Expense	4,275.32
Total for 60000 General and Administrative Exp	\$13,071.17
Total for Expenses	\$55,399.47
Net Operating Income	-\$6,492.04
Net Other Income	
Net Income	-\$6,492.04

Balance Sheet

HUMANITIES MONTANA

As of October 31, 2025

Distribution account	Total
Assets	
Current Assets	
Bank Accounts	
1020 Checking-FIB x1154	34,901.72
1021 FIB Savings x5949	542,382.41
Total for Bank Accounts	\$577,284.13
Accounts Receivable	
1300 Accounts Receivable	10.00
Total for Accounts Receivable	\$10.00
Other Current Assets	
12000 Undeposited Funds	0.00
1301 Misc Receivables	0.00
1310 Grants Receivable	202,197.22
1510 Prepaid Expenses	0.00
1514 Prepaid Honoraria	0.00
Total for 1510 Prepaid Expenses	\$0.00
1650 Endowment Funds-MCF	96,822.97
Total for Other Current Assets	\$299,020.19
Total for Current Assets	\$876,314.32
Fixed Assets	
1600 Furniture and Equipment	7,863.88
1610 Accumulated Depreciation	-5,168.88
1620 Accumulated Amortization	-12,634.00
1625 Website	36,477.00
Total for Fixed Assets	\$26,538.00
Total for Assets	\$902,852.32
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
2100 Accounts Payable	9,266.11
Total for Accounts Payable	\$9,266.11
Credit Cards	
2310 MC-5162 (deleted)	0.00
2370 MC - Jillian Baker - 3687	147.30
2375 MC - Jennifer Bevill - 2410	2,385.93
2380 MC - John Knight - 9541	506.39
Total for Credit Cards	\$3,039.62

Other Current Liabilities	
2105 A/P for prior year (deleted)	0.00
2108 A/P Electronic Payments	0.00
2110 Direct Deposit Liabilities	0.00
2120 Payroll Liabilities	17,770.43
2125 Payroll Taxes Payable	0.00
2140 Retirement Payable	5,274.61
2142 Health Insurance Payable	2,861.89
2155 Vacation/Sick Payable	14,507.71
2400 Deferred Revenue	202,197.22
Total for Other Current Liabilities	\$242,611.86
Total for Current Liabilities	\$254,917.59
Total for Liabilities	\$254,917.59
Equity	
3020 Perm. Restricted Net Assets	58,605.48
3040 Temp. Restricted Net Assets	43,612.00
3010 Unrestricted Net Assets	228,343.15
Net Income	317,374.10
Total for Equity	\$647,934.73
Total for Liabilities and Equity	\$902,852.32

Accrual Basis Thursday, January 22, 2026 02:51 PM GMTZ

Balance Sheet

HUMANITIES MONTANA

As of October 31, 2025

Distribution account	Total
Assets	
Current Assets	
Bank Accounts	
1020 Checking-FIB x1154	34,901.72
1021 FIB Savings x5949	542,382.41
Total for Bank Accounts	\$577,284.13
Accounts Receivable	
1300 Accounts Receivable	10.00
Total for Accounts Receivable	\$10.00
Other Current Assets	
12000 Undeposited Funds	0.00
1301 Misc Receivables	0.00
1310 Grants Receivable	202,197.22
1510 Prepaid Expenses	0.00
1514 Prepaid Honoraria	0.00
Total for 1510 Prepaid Expenses	\$0.00
1650 Endowment Funds-MCF	96,822.97
Total for Other Current Assets	\$299,020.19
Total for Current Assets	\$876,314.32
Fixed Assets	
1600 Furniture and Equipment	7,863.88
1610 Accumulated Depreciation	-5,168.88
1620 Accumulated Amortization	-12,634.00
1625 Website	36,477.00
Total for Fixed Assets	\$26,538.00
Total for Assets	\$902,852.32
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
2100 Accounts Payable	9,266.11
Total for Accounts Payable	\$9,266.11
Credit Cards	
2310 MC-5162 (deleted)	0.00
2370 MC - Jillian Baker - 3687	147.30
2375 MC - Jennifer Bevill - 2410	2,385.93
2380 MC - John Knight - 9541	506.39
Total for Credit Cards	\$3,039.62

Other Current Liabilities	
2105 A/P for prior year (deleted)	0.00
2108 A/P Electronic Payments	0.00
2110 Direct Deposit Liabilities	0.00
2120 Payroll Liabilities	17,770.43
2125 Payroll Taxes Payable	0.00
2140 Retirement Payable	5,274.61
2142 Health Insurance Payable	2,861.89
2155 Vacation/Sick Payable	14,507.71
2400 Deferred Revenue	202,197.22
Total for Other Current Liabilities	\$242,611.86
Total for Current Liabilities	\$254,917.59
Total for Liabilities	\$254,917.59
Equity	
3020 Perm. Restricted Net Assets	58,605.48
3040 Temp. Restricted Net Assets	43,612.00
3010 Unrestricted Net Assets	228,343.15
Net Income	317,374.10
Total for Equity	\$647,934.73
Total for Liabilities and Equity	\$902,852.32

Accrual Basis Thursday, January 22, 2026 02:51 PM GMTZ

Balance Sheet
HUMANITIES MONTANA
As of January 22, 2026

Distribution account	Total
Assets	
Current Assets	
Bank Accounts	
1020 Checking-FIB x1154	11,309.14
1021 FIB Savings x5949	543,217.83
Total for Bank Accounts	\$554,526.97
Accounts Receivable	
1300 Accounts Receivable	0.00
Total for Accounts Receivable	\$0.00
Other Current Assets	
12000 Undeposited Funds	0.00
1301 Misc Receivables	0.00
1310 Grants Receivable	202,197.22
1510 Prepaid Expenses	0.00
1514 Prepaid Honoraria	0.00
Total for 1510 Prepaid Expenses	\$0.00
1650 Endowment Funds-MCF	96,822.97
Total for Other Current Assets	\$299,020.19
Total for Current Assets	\$853,547.16
Fixed Assets	
1600 Furniture and Equipment	7,863.88
1610 Accumulated Depreciation	-5,168.88
1620 Accumulated Amortization	-12,634.00
1625 Website	36,477.00
Total for Fixed Assets	\$26,538.00
Total for Assets	\$880,085.16
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
2100 Accounts Payable	-1,376.15
Total for Accounts Payable	-\$1,376.15
Credit Cards	
2310 MC-5162 (deleted)	0.00
2370 MC - Jillian Baker - 3687	115.27
2375 MC - Jennifer Bevill - 2410	287.03
2380 MC - John Knight - 9541	465.85
Total for Credit Cards	\$868.15

Other Current Liabilities	
2105 A/P for prior year (deleted)	0.00
2108 A/P Electronic Payments	0.00
2110 Direct Deposit Liabilities	0.00
2120 Payroll Liabilities	14,669.11
2125 Payroll Taxes Payable	0.00
2140 Retirement Payable	4,755.29
2142 Health Insurance Payable	3,021.14
2155 Vacation/Sick Payable	14,507.71
2400 Deferred Revenue	202,197.22
Total for Other Current Liabilities	\$239,150.47
Total for Current Liabilities	\$238,642.47
Total for Liabilities	\$238,642.47
Equity	
3020 Perm. Restricted Net Assets	58,605.48
3040 Temp. Restricted Net Assets	43,612.00
3010 Unrestricted Net Assets	545,717.25
Net Income	-6,492.04
Total for Equity	\$641,442.69
Total for Liabilities and Equity	\$880,085.16

Accrual Basis Friday, January 30, 2026 07:09 PM GMTZ

Humanities Montana
Financial Policies and Procedures
Approved by Board of Directors February 22, 2025

Introduction

This manual was prepared by Humanities Montana to:

- provide documentation of board-approved financial policies and procedures
- serve as a guide for staff
- provide documentation of the internal controls over cash receipts, cash disbursements, general ledger reporting, and external financial reporting.

The primary objectives of the internal control system are to ensure that transactions are properly authorized, recorded and accounted for in accordance with Generally Accepted Accounting Principles (GAAP); transactions are executed in compliance with laws, regulations and the provisions of contracts; and assets are safeguarded against loss from unauthorized use or disposition. The five interrelated components of the internal control system are the control environment, risk assessment, control activities, information and communication, and monitoring. The fiscal director and the executive director will monitor the internal control systems and will assess the financial reporting risk associated with these controls.

General Overview

Humanities Montana is a public benefit corporation exempt under IRC Section 501(c)(3) and incorporated under the laws of the State of Montana. Humanities Montana supports public programs in history, philosophy, literature and languages, and other disciplines of the humanities. Humanities Montana strives to enrich the lives of all Montanans by fostering inquiry and stimulating civil and informed conversations about the human experience.

Humanities Montana has an annual financial statement audit performed in accordance with Governmental Auditing Standards, OMB Circular A-133, and NEH audit guidelines (as the cognizant agency). The individuals involved in the implementation of the Humanities Montana financial policies and procedures include the board members (who serve as a board of directors), the executive director, and the fiscal director. Other Humanities Montana staff members involved are the program director, program manager, grants director and development manager.

Humanities Montana's financial policies and procedures are consistent with the agency's Articles of Incorporation, Bylaws, and Personnel Policies and Procedures Manual. Accounting policies of the National Endowment for the Humanities, 2 CFR part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards are incorporated by reference into this manual. The policies and procedures contained in the manual apply to all Humanities Montana programs and activities. In some instances, a specific grant agreement or contract may contain requirements, which are more restrictive than the policies found in the manual. In these cases, the grant agreement or contract requirements take priority. Changes in the accounting policies must be approved by the board. Changes in procedures may be approved by the executive director or the board.

Board Fiduciary Responsibilities and Oversight

The board carries ultimate responsibility for Humanities Montana's financial policies and procedures and is wholly and primarily responsible for financial oversight on a continuing basis. While the conduct of, participation in and review of the annual audit is an important part of that oversight responsibility, it does not solely discharge that ongoing oversight responsibility. A variety of practices will help to ensure the board's fiduciary responsibilities are met. These include:

- An annual orientation for both new and continuing members, wherein fiduciary responsibilities are stated and regular financial reporting matters are explained;
- A member handbook in which a statement of general member responsibilities, including fiduciary responsibilities, occurs, together with explanation of member personal liabilities, indemnification, and “officers and directors” insurance coverage;
- Handbook coverage of general responsibilities for recipients of NEH and other federal funds;
- Board involvement, through its finance and audit committee, in the selection and hiring of the external auditor;
- Board communication directly with the auditor whenever significant financial questions arise;
- Careful review, first by the finance and audit committee, and then by the full board, of the annual audit, and response as appropriate;
- Assurance, through the appointments made by the chair, that the finance and audit committee’s members are knowledgeable in financial affairs;
- Periodic review, through the finance and audit committee, of the relevance and effectiveness of the policies and procedures in this financial policy manual;
- A healthy curiosity and inquisitiveness on the part of all board members in financial affairs;
- Annual self-evaluation by the board itself, in which performance in financial oversight and discharging fiduciary responsibilities are addressed.

Charge to the Finance and Audit Committee

There shall be a Finance and Audit Committee. The board shall appoint the Chair and committee members by resolution on the recommendation of the Governance committee.

The Finance and Audit Committee shall review Humanities Montana budgets and financial materials, monitor Humanities Montana’s banking, investment, and endowment accounts, and attend to other matters bearing on the financial health of Humanities Montana and its programs.

The Finance and Audit Committee shall have the following responsibilities:

- a. Inform the full board about the organization’s financial matters.
- b. Ensure that accurate and timely financial reports are prepared and presented to the board.
- c. Oversee budget preparation and financial planning and propose for board approval a budget that accurately reflects the needs, expenses and revenue of the organization to meet its goals.
- d. Identify short and long-term financial challenges before they become urgent issues, and as needed, recommend budget amendments to the full board for approval.
- e. Review audit findings and recommendations, along with executive director/staff responses and present the audit report to the board along with any necessary remediations.
- f. Review internal controls, financial/compliance reporting, risk management, insurance coverage and other accounting/financial policies and procedures and recommend to the board their adoption and/or modification.
- g. Ensure timely compliance with all federal, state, and other requirements including IRS Form 990, employment and other government taxes related to the organization’s finances.

Engagement of an External Auditor

At least every three to five years Humanities Montana will solicit bids for its annual audit. The executive director will prepare bid solicitation documents for review by the Finance and Audit Committee to solicit proposals from qualified audit firms. The executive director and the committee will analyze all proposals received in response to the bid solicitation and choose the auditor. It will be important to evaluate their

non-profit auditing experience, understanding of federal grant compliance and experience with Office of Management and Budget's (OMB) Single Audits.

Systems Overview

Budgets

Humanities Montana prepares an agency-wide annual operating budget as well as subsidiary budgets for each program/project. The budget represents a proposed plan of expenses projected from the expected sources of revenues. Included in the budgetary process is the necessary planning that occurs in order to develop financial resources adequate to meet the needs of the agency and fulfill goals and objectives of the organization. The executive director and the fiscal director are responsible for preparing and monitoring program budgets. The Finance and Audit Committee also monitors the annual operating and program budgets.

Accounting

Humanities Montana uses QuickBooks non-profit accounting software. Humanities Montana utilizes fund accounting, which provides an individual accounting fund source for each significant program revenue source and includes separate asset, liability, revenue, expense, and fund balance accounts for each source. Accounts are maintained on an accrual basis according to generally accepted accounting principles for non-profit entities.

The fiscal director will maintain a Chart of Accounts documenting the general ledger accounts to accurately account for financial activities of Humanities Montana. The chart of accounts will be reviewed no less than annually with staff, to assure that the codes provide meaningful aggregation of financial activity for management and compliance purposes. Changes to the Chart of Accounts are approved by the executive director.

Transaction Accounting Procedures

Cash Receipts/Revenue/Receivables/Assets

POLICY:

Grant and contract revenue, fee-for-service revenue, contributions, and other revenue will be deposited and recorded in the accounting system in a timely and proper manner in accordance with GAAP (Generally Accepted Accounting Principles).

PROCEDURE:

1. All checks and cash coming to Humanities Montana via mail or at an event will be copied and recorded by **the development officer**. All checks and cash will be kept by **the development officer** in a secure location until deposited.
2. **All check and cash deposits are reviewed by the executive director and deposited by the development officer. The executive director and development officer both sign each copied check.**
3. For cash deposits, a Cash Donation form which includes the donor's name, date, amount and reason for donation is completed by **the development officer**. The executive director reviews this form and also counts the amount of cash donated. **Both the development officer and executive director sign this form.** The completed Cash Donation form is filed with the deposit slip by the finance director.
4. Bank deposits will be made on a frequent basis, at least weekly unless approved otherwise by the executive director, with more frequent deposits for a large number of checks or checks with a value of \$5,000 or greater.

5. The **fiscal director** will enter deposits in QuickBooks including: Class code, revenue G/L code, amount, date, and description.
6. The **fiscal director** will compare cash receipts from grants and contracts to underlying award documents and requisition requests to ensure that the correct amount was received and that posting is made to the proper grant receivable account.
7. Once per month, Quick Book deposit entries will be verified against the deposit record by the fiscal director (during bank reconciliation) from the funding statement generated in the Bloomerang donor database.
8. The **fiscal director** is responsible for ensuring that other revenues earned or due but not collected at month-end are recorded in the accounting records as receivables.

Draw-downs from the National Endowment for the Humanities and Other Funders

POLICY:

Funds from external grantors will be drawn routinely to assure adequate cash for Humanities Montana operation and in accord with the grantors' policies.

Much of Humanities Montana's funding comes from triennial grants from the National Endowment for the Humanities (NEH). These funds are transferred electronically (EFT) from the U. S. Department of Treasury, upon NEH authorization, to Humanities Montana's designated bank of record. A similar EFT process is in place for most other funders.

PROCEDURE:

Multiple times a month the fiscal director prepares NEH drawdown requests for Humanities Montana's reimbursable and allowable NEH expenses. The fiscal director sends the appropriate drawdown request with documentation (profit and loss for the period) and submits to the executive director for review. Upon approval the fiscal director, submits the drawdown request via the NEH's payment portal. The NEH drawdown payment request, executive director email approval and the NEH profit and loss for the period are all electronically saved. Drawdown requests are entered into QuickBooks and reconciled along with normal deposits and other transactions.

Cash Disbursements/Expenses/Liabilities

POLICY:

Payments for expenses incurred by Humanities Montana will be paid within a month of receipt (unless disputed) and will be reviewed by at least one individual besides the **fiscal director**. Payments by check require **two signatures and the fiscal director may not be one of the signers**. Bank, investment, and credit card statements are reviewed by the executive director. Bank, investment and executive director credit card statements are also reviewed by the chair of the finance & audit committee.

PROCEDURE:

1. All bills, invoices, and statements (claims) will be sent to the executive director for review. The executive director may consult with appropriate staff regarding the efficacy or advisability of the requested claim. Upon successful review each bill, invoice or statement is signed and dated (date of approval) by the executive director. Bills authorized for payment are given to the fiscal director. The fiscal director reviews the claim form verifying that supporting documentation is complete and accurate, the expense is reasonable and allowable, proper purchasing procedures have been followed, the vendor is valid, and the general ledger coding is consistent. **The fiscal director may consult with the executive director or program director as appropriate to determine proper coding.** Some expenses are paid during the current year for goods and services to be delivered in future years (all or in part). Those expenses will be coded as prepaid expenses in the appropriate future year(s).

2. The **fiscal director** enters invoices into Accounts Payable. Bills are processed for payment on a weekly basis. The **fiscal director** cuts the checks and staples the check stub to the original claim for documentation of the disbursement and given to the executive director or other approved signers for signature.
3. All checks require two signatures. Authorized signers include the executive director, the program director, the grants director and a board designee. The fiscal director is the only staff person authorized to print checks and is specifically NOT authorized to sign checks. Blank check stock is kept in a secure location by the fiscal director.
4. When a mistake is detected with a printed check or a check is returned, the check is voided. Voided checks have "void" written across the check and are filed with appropriate documentation with claims/payment documentation. As appropriate, corrected checks are reissued or the original accounts payable reversed.
5. QuickBooks maintains accounts payable records. The **fiscal director** is responsible for ensuring that significant accounts payable and other liabilities are properly recorded at year-end for expenditures incurred but not yet paid. Unanticipated claims received after November 15th are typically charged to the new fiscal year.

Corporate Credit Cards

POLICY:

Humanities Montana has a credit card account for use in various agency purchases including events (e.g. food and lodging for a conference or meeting) and routine monthly expenditures.

PROCEDURE:

1. Credit cards are issued in the names of the executive director, program director, program manager, grants director and development manager. Documentation of all credit card expenses (receipts/charge slips) is given to the fiscal director as soon as possible after a charge is made to the card. Where receipts are found missing when the credit card statement is received, the card holder will be notified by the fiscal director and a replacement receipt secured. Absent a receipt or other reasonable documentation of the expense, the expense will be charged to the unrestricted fund source.
2. The fiscal director and executive director review all credit card statements monthly. The finance chair also reviews the executive director's credit card statement monthly. The **fiscal director** reconciles the individual charge documentation with the statement, informs card holders of missing receipts, codes and enters the charges into QuickBooks. The full balance on the cards is paid automatically monthly via EFT from the checking account.

EFT Payments

POLICY:

Some payments are more easily handled via Electronic Funds Transfer (EFT). EFTs come directly from the checking account with no physical check printed and sent. Routine Humanities Montana EFTs include TIAA-CREF (monthly retirement contributions), IRS (FICA and federal tax withholding), State withholding, State Unemployment (quarterly payments), and the outstanding credit card balance (monthly).

PROCEDURE:

Claim documentation, entry and payment of EFTs are handled the same as any other claim.

Employee Payroll

POLICY:

Employees are paid at the end of each month based upon timesheets approved by the executive director. Changes in rate of pay and other conditions of employment effecting pay must be approved by the executive director and kept in the payroll and personnel files. Changes in employee elections (e.g. deductions, withholding, and health plan options) must be submitted to the fiscal director and kept in the payroll files.

PROCEDURE:

1. Employee compensation rates and other changes in employment status must be provided in writing to the fiscal director by the executive director. Changes to insurance, retirement, and flex benefit elections, tax status, extra tax withholding, and similar “employee choice” payroll changes are to be submitted directly in writing on appropriate forms to the **fiscal director** by the employee. Ordinarily, changes must be submitted by the 25th of the month, but some changes (e.g. TIAA-CREF) can require longer lead times and most health elections can only take place annually.
2. The Humanities Montana pay period is monthly and pay checks are issued on the last regular work day of the month (or other appropriate date as approved by the executive director). Each employee must turn in a completed and signed time sheet for approval of the executive director no later than 2 working days prior to issuance of the check and for timely direct deposits to employees’ personal accounts. Time sheets include employee name, pay period, dates worked, hours worked on specific programs and functions by date, and leave taken.
3. The executive director gives approved timesheets to the **fiscal director**, who is responsible for processing payroll and maintaining payroll records that document all changes and payments to employees and taxing entities and benefit providers.
4. **Payroll is processed using QuickBooks. Employees may choose to have their paychecks directly deposited to their personal accounts. QuickBooks also tracks leave use and balances. Pay checks must be signed by two (2) authorized signatories as with other checks.**
5. Health insurance is paid electronically on the last business day of the month. Dental, vision and life insurance are paid electronically on the first day of the month. FICA taxes, Federal tax withholding, State tax withholding and TIAA-CREF retirement contributions will be electronically deposited on or before the 5th of the following month. State Unemployment payables are calculated quarterly and submitted via EFT while Workers’ Compensation Insurance (State Fund) is paid over three months when annually invoiced each April, May, and June.

Montana Conversations Payments

POLICY:

Speakers and discussion leaders are paid their honoraria after making their presentations and are reimbursed for travel and related expenses upon submitting the required form.

PROCEDURE:

1. Checks for honoraria or expenses are written on the weekly check processing day.
2. Payments for honoraria are generated by the program director via the Foundant grant management system. When an event is approved and payment information is being entered, the program director provides a pdf file of the grant payment detail for the fiscal director, which provides all the necessary payment detail (speaker/discussion project code, leader, location, amount, and date). The fiscal director records the information in the accounts payable system. The program director gives the fiscal director payment requests for honoraria to be processed with the other payables.

3. An expense and cost share form are sent with each honorarium check. This form has most of the financial coding pre-entered for payment of the travel, lodging, meal, and other expenses. When a completed and signed form is returned, these forms are processed just like other claims. Rates for travel reimbursement are established by the fiscal operations director and adopted in the annual budget, in accordance with federal rates for mileage and per diem.
4. The fiscal director issues 1099 tax forms annually in January for speakers and discussion leaders in accordance with IRS guidelines (currently honoraria of \$600.00 or more). Provision of a tax ID number (typically via W-9) is required of new speakers and discussion leaders prior to payment. Tax ID information is kept electronically and entered into QuickBooks by the fiscal director.

Subawards

POLICY:

Subawards are funds awarded to an eligible subrecipient (organization or individual) to support a humanities project selected in open competition based on established, publicly known criteria.

PROCEDURE:

1. Each subrecipient must agree to abide by NEH and other applicable federal rules summarized in program guidelines and acknowledged in a formal certification letter. They agree once when they apply and again when they sign a subaward agreement. The subaward agreement specifies the award amount, the period of performance, final report due dates, and various other requirements.
2. Subrecipients are paid 100% of their subaward upon receipt of their signed agreement with Humanities Montana. The only exception is subawards given to individuals, for which 10% of funds awarded are withheld until specific project activities have been confirmed or completed as required by the program guidelines. Changes to a project's scope of work or budget modifications must be approved in writing by Humanities Montana. If subrecipients fail to spend their entire award within the approved period of performance, they must return the remaining balance to Humanities Montana. Once received, unspent award funds are reverted and reallocated for award to other applicants. Checks for subawards are processed weekly.
3. Payments for subawards are initiated by the fiscal director via production of a subaward agreement sent by the grant director. When that signed agreement is returned, the procedures to generate the check are the same as any other claim.
4. Sub recipients are not required to provide copies of their documentation for expenses and cost-share. However, they are required to retain this documentation for three years for possible audit by Humanities Montana, Humanities Montana's Auditor, or the NEH Inspector General.

Petty Cash

POLICY:

Humanities Montana maintains no petty cash. Events with cash requirements will utilize procedures assuring that cash is accounted for properly and reasonably safeguarded.

PROCEDURE:

1. When cash is received, for example, at Humanities Montana-sponsored events, a receipt must be provided, a copy kept, the cash kept in a secure location until it can be verified, recorded, and deposited by the development officer.
2. On rare occasion, a small amount of change is needed for an event with admission or other fees. A check is written to petty cash and an employee other than the fiscal director cashes this check and puts this money in a cash box for use at the event. After the event, two employees will count the cash in the cash box, reconcile with the receipts, and provide two sums of cash (duly noted in the check

log) to the fiscal director for deposit on separate deposit slips, one equal to the petty cash check, and one equal to proceeds from the event.

Purchasing

POLICY:

Purchases less than the micro purchase threshold of \$10,000, established by 2 CFR part 200, do not require a price or rate quote IF Humanities Montana considers the price reasonable based on research, experience, purchase history or other information and maintains documents to support its conclusion.

For purchases exceeding \$10,000 yet below the simplified acquisition threshold of \$250,000 will utilize the following procedures: All procurement transactions between those values must obtain an adequate number of qualified sources (i.e. price quotations). Unless specified by a federal agency, the recipient of the Federal award may exercise judgment in determining what is an adequate number of qualified sources.

If a particular funding source requires a more restrictive purchasing policy than stated in this policy, the fiscal director should be made aware of these policies during the grant award process.

PROCEDURE:

1. To the extent practical and cost-effective, purchase transactions are conducted in a manner providing open competition. Purchasing shall follow prudent practices to avoid purchasing unnecessary items. On an annual basis the **fiscal director** shall conduct an analysis of recurring purchases to assure that the vendors supplying these items are the most cost effective (the total cost of acquisition including quality, cost, and delivery/pick up). Some form of total cost of acquisitions analysis shall be performed on all non-recurring purchases as deemed appropriate by the executive director. The vast majority of purchases made by Humanities Montana are under \$1,000 and many are recurring.
2. Competitive quotations shall be obtained when practical. Purchases over \$10,000 shall include evidence that multiple vendors have been contacted to obtain competitive quotations. Requests for competitive proposals are encouraged for all purchases over \$50,000. Requests for proposals may be solicited without formal advertising as long as competition is not unduly restricted. Procurement transactions will not violate the agency's organizational conflict of interest provisions in the corporate Bylaws or Federal conflict of interest provisions.
3. Non-recurring orders for products or services must be authorized by the executive director. New orders or recurring orders are placed on a net 30 basis and paid by check after invoice or charged to the credit card account. A manager/director may purchase recurring items for his/her Program following these purchasing procedures.

Travel Reimbursement

POLICY:

Employee and board travel at Humanities Montana expense must be approved by the executive director. Employees are reimbursed upon return from an approved trip, upon receipt of proper documentation of expenses.

PROCEDURE:

1. Upon return from travel, the employee/board member should complete a travel expense voucher within a week, attach lodging, meal, and others receipts, and forward to the executive director for approval. Processing of travel vouchers is done by the fiscal director at the same time as other claims.
2. Mileage is not paid for commuting to and from an employee's residence. Rates for travel reimbursement are established by the fiscal operations director generally in accord with the federal rates for mileage and per diem. Receipts for lodging must be attached to the voucher.

Bank Reconciliation

POLICY:

Bank and other statements are reviewed by the executive director and the chair of the Finance and Audit Committee (or their designee) and are reconciled monthly by the **fiscal director**.

PROCEDURE:

Monthly bank statements (currently First Interstate Bank) are downloaded from the bank website when they become available. The **fiscal director** and the executive director have the ability to view these accounts online. Once reconciled by the fiscal director, the bank statement and the QuickBooks detailed reconciliation report are filed together. The completed bank reconciliations will be reviewed and approved by chair of the Finance and Audit Committee. The fiscal director, with the assistance of the program director as appropriate, should make contact with the payee for all checks outstanding after ninety (90) days.

Budgets

Consolidated Budget

POLICY:

An annual operating budget will be proposed one board meeting in advance of its formal adoption by the board. NOTE: Changes to this timeline may be necessitated by the Federal appropriation/award process and the scheduled dates for board meetings.

PROCEDURE:

1. A first draft revenue and expenditure budget for the new fiscal year will be prepared by the fiscal director for review with the executive director. After approval by executive director, this first draft budget will be presented to the board finance committee for discussion at their meeting prior to the last board meeting of the fiscal year.
2. Based upon board discussion and subsequent events, an updated revenue and expenditure budget will be prepared by the fiscal director for review with the executive director. After approval by the executive director this proposed budget will be presented to the board for review and approval, with amendments if necessary, at the last board meeting of the fiscal year.
3. Budget amendments may be proposed during the fiscal year for significant program changes and grant awards as deemed appropriate by the executive director.
4. At each board meeting, the **fiscal director** will present actual revenues and expenditures in comparison to the budget after review with the executive director. This report will be formatted to provide program expenditure comparisons, with subsidiary reports providing detailed revenues by source, detailed expenditures by category, and other reports as appropriate.

Program and Grant Budgets

POLICY:

Program and grant budgets will be developed for all significant programs and grants and approved by the executive director.

PROCEDURE:

The fiscal director will develop program/grant budgets with the program director and executive director as appropriate. A process and timeline for monitoring each will be established during this process. Changes to program circumstances and/or awards will be discussed among these three as soon as they are known.

Grants and Contracts Received

POLICY:

The executive director, program director, and fiscal director will all participate in the development and review of grant applications before submission as appropriate. The executive director and/or program director will keep the board abreast of all significant grant applications and awards.

PROCEDURE:

1. Copies are made of every grant award/contract/amendment received: one for the program director, one for the fiscal director. The original copy is forwarded to the executive director and then to a central file. The executive director, program director, and fiscal director will meet to review all grant programmatic and financial obligations and assign/record responsibility and deadlines.
2. The fiscal director enters each new grant award into QuickBooks, setting up receivables and deferred revenue. When cash is drawn down, the QuickBooks entry reduces the receivable and increases cash.
3. Any requests for approval of grant changes or alterations will be approved by the executive director and a record of the request and any approval will be kept in the central file and the fiscal and/or program file as appropriate. In the case of verbal or e-mail approval, a written/printed record shall also be prepared and filed.
4. The fiscal director will maintain a separate folder for each grant containing: a copy of the grant, cash drawdowns, amendments, reports, and all other pertinent information. The program director will enter all performance report deadlines into the shared calendar and the fiscal director will enter all financial report deadlines into the shared calendar.

Budgets

Financial budgets will be prepared by the program/project managers, subject to the review of the fiscal director. Budgets and budget amendments will be submitted to the executive director and fiscal director for review prior to submission. The board will review and approve, with amendments, if necessary, the annual consolidated budget submitted by the executive director, usually prior to October 31st. In the event that appropriations from Congress and/or allocations from NEH are unknown before the November 1st beginning of the fiscal year, the executive director may request from the board a "continuing resolution," authorizing spending at levels of the previous year.

The fiscal director will ensure that budgets are on file for all grants and contracts. Changes to budgets will be submitted to the fiscal director as soon as they are known.

Reports

The fiscal director will prepare monthly financial reports by cost category for the executive director. The fiscal director will be responsible for preparation of the quarterly financial report for review and approval by the board. The fiscal director will prepare reports for funding sources and other organizations as required by contract or agreement. The fiscal director will prepare and maintain on a current basis a listing of reports and due dates. It will be the responsibility of the fiscal director to ensure that all reports are submitted on a timely basis. The executive director will report to the board from time to time on the completion of reports and share those of potential interest to the board.

Confirmation Letters

A letter to funding sources requesting permission for approval of grant changes or alterations will be used to obtain such approval from a funding source. A letter confirming telephone conversations will be used in all cases where telephone approval is received from a funding source.

Reserves and Endowment

Operating Reserves

POLICY:

Humanities Montana will maintain sufficient liquid financial reserves to 1) assure stable operations in the event of revenue shortfalls; 2) take advantage of unique short-term program opportunities; 3) meet modest unanticipated or unbudgeted expenses; 4) in case of unexpected events that restrict Humanities Montana activities and/or funding.

PROCEDURE:

1. Humanities Montana maintains an unrestricted operating reserve, invested in appropriate liquid secure investments (e.g. money market or savings account) that earn a higher rate of return.
2. This reserve is intended to cover large revenue shortfalls until transitions to other funds or significant expenditure adjustments can be made. The goal of this reserve is to maintain three to six months of routine operating expenses and liabilities.

Endowment

POLICY:

Humanities Montana maintains an endowment with the Montana Community Foundation. The endowment serves as a vehicle to generate ongoing stable revenue, primarily from planned gifts by individuals and organizations, often taking advantage of Montana's generous endowment tax credit. It is the policy of the board that no distribution of revenue from the endowment be spent until its corpus reaches \$100,000, including both designated agency and agency funds. Until such time as the Montana Community Foundation permits withdrawal of agency funds, it is the policy of the board that no unrestricted Humanities Montana funds will be deposited directly to the endowment until the balance of those unrestricted funds exceeds approximately one-third of the annual expenditure budget.

PROCEDURE:

1. Contributions to the Humanities Montana endowment by external organizations or individuals will be forwarded immediately to the Foundation. These contributions require separate accounting by the Foundation as "designated agency" funds.
2. Contributions of Humanities Montana unrestricted funds directly to the endowment at the Foundation also require separate accounting by the Foundation and are called "agency" funds.
3. Endowment records are maintained and entered into QuickBooks by the fiscal director, including quarterly recording of interest income, investment gains and losses, and administrative fees. Endowment statements are reviewed quarterly by the fiscal director, executive director and finance chair.

Reporting

Internal Reports

POLICY:

The fiscal director will generate financial reports as needed by staff and the board, each month for the executive director and quarterly for the board of directors, annually for both the executive director and the board of directors.

PROCEDURE:

1. The fiscal director will close each month by the end of the subsequent month.
2. This close will occur after all transactions of the previous month are entered and reconciled.
3. The monthly closing will include review of balance sheets and revenue and expenditure statements for each fund source and correcting any errors or inconsistencies revealed. Please see the year-end closing section for reporting associated with this activity.
4. The fiscal director will be responsible for preparation of monthly cash flow statements, balance sheets, statements of activity (profit and loss) and budget to actual reports for the executive director.
5. Quarterly the finance director will prepare balance sheets, budget to actual and statements of activity reports for the Finance and Audit Committee (except for the final quarter which will be covered by the fiscal year-end reporting). The latest quarterly balance sheets and revenue and expense statements will be presented to the entire board at board meetings.
6. The fiscal director will provide programmatic/grant status financial reports for staff and the board as deemed appropriate by the executive director.

External Reports

POLICY:

The fiscal director will prepare reports for funding sources and other organizations as required by contract or agreement.

PROCEDURE:

1. The fiscal director will prepare and maintain on a current basis a listing of financial reports and due dates and the program director will maintain the same for performance and other programmatic reports. It will be the responsibility of the fiscal director and program director to ensure that all reports are submitted on a timely basis.
2. The fiscal director will also prepare payroll and tax reports as required by Federal and Montana state agencies. The annual reports include, but are not limited to: IRS W-2 and 3 employee incomes, IRS 1099 payment to others, Montana State Fund workers' compensation. The quarterly reports include, but are not limited to: IRS 941 payroll taxes and Montana Unemployment tax.

Cost Allocation Plan

POLICY:

All costs will ultimately be allocated to one of three functional areas for purposes of IRS 990 reporting and other efforts to fairly and accurately depict utilization of financial resources entrusted to Humanities Montana:

Administration

Fundraising Council Projects

Costs are directly assigned to a program and associated class code whenever possible (e.g., subawards, Speakers Bureau, outreach, etc.).

PROCEDURE:

1. A list of common activities and their associated class code assignment will be developed by staff and utilized by the fiscal director for use in this direct coding.
2. This program and associated class code will also be used by staff for recording their daily time timesheets for allocation of payroll costs.
3. When new grants are received, the named Humanities Montana grant administrator and the fiscal director will jointly review the grant guidelines for expenses that are not allowable under that grant. When receipts are turned in to the fiscal director, unallowable costs should be specifically identified (for example, lobbying or liquor).
4. If multiple funding sources can be used to fund the same activity (e.g. many Speakers Bureau costs), the fiscal director will use the most restrictive or limited fund source first (e.g. Montana Cultural Trust,) before using the more general or less limited fund source (e.g. NEH General Operating grants).
5. However, some costs cannot be clearly assigned directly. Examples include office supplies, telephone and postage, rent and many other "office support" expenses. Where costs cannot be directly allocated, they will be coded to administration. The cost will then be allocated based on total of employee's average time spent.

Cost-Share

POLICY:

The fiscal director will gather and maintain summaries of cost-share and other cash match requirements of NEH and other funding sources.

PROCEDURE:

In-kind vouchers will be signed by donors on forms provided by Humanities Montana. Valuation of donated in-kind will follow contractual guidelines and OMB circular requirements. In-kind information will be submitted to the fiscal director for recording in the accounting records on a regular basis. Grants with a non-federal cash match requirement will submit match information to the fiscal director at least quarterly. Fiscal director will prepare schedule of in-kind that meets the requirements of FAS 116 for recording in the financial statements at year end.

Year-End Closing

Audit

POLICY:

Humanities Montana will retain an external auditor as required by NEH. Open communication among the board, staff, and external auditor is encouraged. Staff will provide information for conduct of the audit on a timeline jointly agreed upon.

PROCEDURE:

1. The executive director will solicit proposals from audit firms for the annual Humanities Montana audit, and, in consultation with the Finance and Audit Committee, will choose an auditor.
2. The fiscal director is responsible for arranging for the annual audit to be conducted in accordance with 29 CFR Parts 96 and 99. The fiscal director is responsible for submitting financial statement

information to the auditor for final consolidated financial statement preparation in accordance with GAAP/GASB. The fiscal director is responsible for preparation of all supporting audit schedules and providing supporting documentation as requested by the auditor. The fiscal director is responsible for the final review and approval of the audited financial statements.

3. The selected auditor will formally communicate with the board and executive director about audit timelines and information requirements (about November each year). After October transactions are entered and reconciled, the fiscal director will review balance sheets and revenue and expenditure statements for each fund source and correct any errors or inconsistencies revealed. The fiscal director is responsible for submitting financial statement information to the auditor for final consolidated financial statement preparation in accordance with the relevant accounting principles. The fiscal director is responsible for preparation of all supporting audit schedules (about the end of December each year, but may be later to assure accuracy) and providing supporting documentation as requested by the auditor.
4. The auditor will request (several weeks after the schedules are submitted) specific sample transactions and other information be made available by the fiscal director for the field work. The auditor(s) will conduct their field work at the Humanities Montana offices and provide an informal exit interview with the executive director and fiscal director, outlining significant concerns and/or additional information required.
5. The auditor will provide a preliminary audit report after the field work. The executive director, with the assistance of the fiscal director, will prepare the formal response to the audit findings for approval by the Finance and Audit Committee and of the board before incorporation in the final audit report.
6. The auditor will meet with the board, if requested, via conference call or during the next board meeting to discuss audit findings and recommendations.
7. The auditor may communicate with the Finance and Audit Committee liaison (and vice versa) at any time during the audit process, as well as any other time during the year as deemed appropriate by the liaison or auditor.

Closing and Reporting

POLICY:

After the annual audit is complete, adjusting entries will be made to the accounting system and the previous fiscal year closed.

PROCEDURE:

After the audit is complete a set of fiscal year-end adjusting transactions is prepared by the auditor for entry by the fiscal director into QuickBooks. After the entries are entered, the fiscal year is closed and opening balances for the New Year reconciled to the auditor's working trial balances.

Fixed Assets/Property

POLICY:

The fiscal director will maintain and reconcile records of fixed assets, in sufficient detail to meet external requirements.

PROCEDURE:

1. The fiscal director will maintain a property and equipment list that will account for all fixed assets with an acquisition cost of \$5,000 or more per unit and a useful life of more than one year.
2. If a particular funding source requires a more restrictive property policy than stated in this policy, the program director or executive director must submit those requirements to the fiscal director and indicate that those procedures must be followed for the particular acquisition. The appropriate officer

is responsible for obtaining necessary prior written approval from the granting agency for fixed asset purchases when required.

3. The fiscal director will maintain a record of all fixed assets and will reconcile to the general ledger at least annually. This record will contain a description of the asset, date purchased, serial number, and account code indicating which program paid for the asset. A copy of this record, along with prior written authorization from the granting agency if applicable, must be attached to the claim form.
4. Ownership documents (deeds, titles, vehicle registration etc.) for property will be maintained by the fiscal director.
5. The audit team will authorize depreciable lives and depreciation methods for all fixed assets. The fiscal director is responsible for recording depreciation on an annual basis.

Disposition of Property

POLICY:

When original or replacement property is no longer to be used in projects or programs currently or previously sponsored by the Federal Government, disposition of the property shall be made pursuant to Federal/State guidelines found in OMB 2 CFR part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards and the Grant Agreement.

PROCEDURE:

Disposal of property must obtain prior approval from the executive director or fiscal director and be recorded in the property disposal subdirectory on the shared drive.

Contract Services

POLICY:

Written contracts will be developed for acquisition of all services, except where rates and services to be provided are unambiguous (such as hourly rate for computer repair).

PROCEDURE:

1. Consideration will be made of in-house capabilities to accomplish services before contracting out for them. Written contracts clearly defining work to be performed will be developed when required or for services expected to exceed \$5,000 in total cost.
2. Procurement and purchasing procedures will be followed when hiring independent contractors and consultants. Qualifications of the consultant or contractor and reasonableness of fees will be considered in hiring consultants and contractors. Consultant and contract services will be paid for as work is performed or in accordance with terms of the contract. The executive director will approve all proposed contracts. The fiscal director will issue 1099 tax forms for consultants and independent contractors in accordance with IRS guidelines. Provision of a tax ID number is required of new contractors and prior to payment for services.

Leases

POLICY:

All leases must be approved by the executive director

PROCEDURE:

Records of all leases will be maintained by the fiscal director.

Insurance

POLICY:

Adequate and typical insurance coverage will be maintained for motor vehicle rentals, property, board and staff members, events, and liability.

PROCEDURE:

The fiscal director will maintain insurance files and provide copies of the binder pages to the executive director and Finance and Audit Committee when new policies are issued or old policies renewed. Insurance policies will be carefully reviewed by the executive director and fiscal director before renewal and rebid as appropriate.

Employee Loans/Advances

POLICY:

No employee may receive a loan or advance on pay from Humanities Montana.

Records Retention

POLICY:

Accounting and other records will be retained in accordance with state and federal laws and regulations and the provisions of 2 CFR part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.

PROCEDURE:

1. Humanities Montana abides by the minimum retention requirements set forth in the following table:

Type of Document	Minimum Retention Requirement
Accounts payable ledgers and schedules	7 years
Audit reports	Permanently
Bank Reconciliations	2 years
Bank statements	3 years
Checks (for important payments and purchases)	Permanently
Contracts, mortgages, notes and leases (expired)	7 years
Contracts (still in effect)	Permanently
Correspondence (general)	2 years
Correspondence (legal and important matters)	Permanently
Correspondence (with customers and vendors)	2 years
Depreciation Schedules	Permanently
Duplicate deposit slips	2 years
Email correspondence relating to legal or financial matters	2 years
Employment applications	3 years
Expense Analyses/expense distribution schedules	7 years
Financial Statements, Year End	Permanently
Grants Awarded	Permanently
Insurance Policies (expired)	3 years
Insurance records, accident reports, claims, policies, etc.	Permanently
Inventories of products, materials, and supplies	7 years
Invoices (to customers, from vendors)	7 years

Legal opinions and other legal activity	7 years
Minute books, bylaws, and charter	Permanently
Payroll records and summaries	7 years
Personnel files (terminated employees)	7 years
Retirement and pension records	Permanently
Tax returns and worksheets	Permanently
Timesheets	7 years
Withholding tax statements	7 years
W-2s	Permanently

©2004 National Council of Nonprofit Associations. May be duplicated, with attribution, by charitable organizations.

2. Typically, after retention onsite in the Humanities Montana offices, print copies of approved board meeting minutes, reports, grant proposals, publications, requests for funding, and other materials of historic interest, are archived in the basement of Brantly Hall. Other documents that have been retained beyond the period indicated in the chart below may be destroyed periodically, taking into consideration constraints on storage space and staff time.
3. If litigation is filed or government investigation is commenced against Humanities Montana, from the date such action is known to Humanities Montana, all document destruction shall be suspended as promptly as can be achieved reasonably.

Security of Electronic Financial Records

POLICY:

Reasonable efforts will be made to protect the security and content of the financial and other operational records stored on Humanities Montana computers and those of external application service providers.

PROCEDURE:

Accounting records QuickBooks are maintained on a single computer. Backup of QuickBooks files occurs weekly.

Whistleblower Policy

Humanities Montana's Code of Ethics and Conduct (see board bylaws) requires board members, officers, and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As employees and representatives of Humanities Montana, we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

Reporting Responsibility

It is the responsibility of all board members, officers, and employees to comply with this Code of Ethics and Conduct and to report violations or suspected violations in accordance with this Whistleblower Policy.

No Retaliation

No board member, officer, or employee who in good faith reports a violation of the Code shall suffer harassment, retaliation or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within Humanities Montana prior to seeking resolution outside Humanities Montana.

Reporting Violations

The code addresses Humanities Montana's open-door policy and suggests that employees share their questions, concerns, suggestions or complaints with someone who can address them properly. In most cases, an employee's supervisor is in the best position to address an area of concern. However, if you are not comfortable speaking with your supervisor or you are not satisfied with your supervisor's

response, you are encouraged to speak with anyone in management (i.e., senior staff) whom you are comfortable in approaching. Supervisors and managers are required to report suspected violations of the Code of Conduct to Humanities Montana's compliance officer, who has specific and exclusive responsibility to investigate all reported violations. For suspected fraud, or when you are not satisfied or uncomfortable with following Humanities Montana's open-door policy, individuals should contact the compliance officer directly.

Compliance Officer

Humanities Montana's compliance officer is responsible for investigating and resolving all reported complaints and allegations concerning violations of the code and, at his/her discretion, shall advise the executive director and/or the Executive Committee. The compliance officer has direct access to the Executive Committee of the board of directors and is required to report to the Executive Committee at least annually on compliance activity. Humanities Montana's fiscal director, Jon Clarenbach, 406-243-6022, hm.accountant@humanitesmontana.org, serves as compliance officer.

Accounting and Auditing Matters

The Executive Committee of the board of directors shall address all reported concerns or complaints regarding corporate accounting practices, internal controls or auditing. The compliance officer shall immediately notify the Executive Committee of any such complaint and work with the committee until the matter is resolved.

Acting in Good Faith

Anyone filing a complaint concerning a violation or suspected violation of the code must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation of the code. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Confidentiality

Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Handling of Reported Violations

The Compliance Officer will notify the sender and acknowledge receipt of the reported violation or suspected violation within five business days. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

Hotline

Allegations of waste, fraud, or mismanagement of federal funds may also be reported anonymously to the National Endowment for the Humanities' hotline. If the allegation is found to relate to issues other than mismanagement of federal funds, the NEH Office of the Inspector General (OIG) will refer the matter to the appropriate authorities.

There are four ways to contact NEH's OIG to report an act you believe to be wasteful or fraudulent:

1. **CALL (toll-free):** 1-800-HHS-TIPS (1-800-447-8477)
2. **WRITE:**
U.S. Department of Health and Human Services
Office of Inspector General
ATTN: OIG HOTLINE OPERATIONS
P.O. Box 23489
Washington, DC 20026
3. **EMAIL:** oig@neh.gov
4. **INTERNET FORM:** [click here](#)

Financial Policies and Procedures - 2026 Addendum - Temporary Procedure Changes to Address loss of Fiscal Director and other				
	Procedure or Function	Prior Responsibility	Current Responsibility	Notes
Policy Handbook Page #				
GENERAL				
page 1	audit	board, ED, Fiscal Director	board, ED, accountant	primary oversight and communication with Auditor is ED; inputs and data generated by accountant
ACCOUNTING				
page 3	chart of accounts	fiscal director maintains; approved by ED	Contract accountant maintains with support of ED; approved by ED	
CASH				
page 3	cash received	development officer	ED	
page 3	cash deposit	reviewed by ED; deposited by development officer	reviewed by ??; deposited by ??	No process currently
page 3	cash donation form	completed by development officer; signed by ED and officer; deposited by fiscal officer	completed by ??; signed by ??; deposited by ??	No process currently
page 4	cash deposits and QuickBooks	fiscal director enters deposits	Contract accountant	
page 4	compare cash receipts from grants to award documents	Fiscal director does this	ED does this	
page 4	monthly reconciliation	Fiscal director does this	contract accountant	
DRAW-DOWNS				
page 4	NEH drawdowns	Fiscal director does this	ED does this	
CASH DISPERSMENTS/EXPENDITURES/LIABILITIES				
page 4	Cash disbursement/expenses	reviewed by 2 people including fiscal director	review by 2 people including ??	No process currently
page 4	bank and cc statement review	all reviewed by ED; ED cc and bank statements reviewed by Finance chair	all reviewed by ED; ED cc and bank statements reviewed by Finance chair	
page 4	authorization and payment	Fiscal director does this	ED Authorizes, Contract accountant makes payment	
page 5	entries into QuickBooks	Fiscal director does this	contract accountant does this	
page 5	check signatures	require 2 signatures	requires 2 signatures	

page 5	print checks and keep blank checks	fiscal director is only one authorized to print checks	?? Authorized to print checks	Checks currently not being printed. Bill pay online through FIB - Contract accountant schedules payments
page 5	maintaining Quickbooks accounts payable from FY to next FY	fiscal director	contract accountant does this	
CORPORATE CREDIT CARDS				
page 6	documentation for cc expenditures	given to fiscal director	Staff submits CC receipts to ED for approval, ED submits receipts to contract accountant for reconciliation	ED Receipts submitted to contract accountant for reconciliation
EMPLOYEE PAYROLL				
page 6	changes in employee elections	from employee to fiscal director	from employee to ??	
page 6	changes in employee compensation and other status	from ED to fiscal director	from ED to ??	
page 6	approval of timesheets; submission for compensation	ED approves employee timesheets; Board chair approves ED timesheet; submitted to fiscal director	ED approves employee timesheets; Board chair approves ED timesheet; all timesheets submitted with approval documentation to contract accountant for payroll.	
SPEAKER PAYMENTS				
page 6	payment of honoraria and other awards	program director submits; fiscal director enters and manages payment system	program director submits honoraria report to ED for approval; ED forwards approvals to contract accountant; contract accountant enters and manages payment system	
page 7	issuing of 1099 for speakers etc	fiscal director handles this and Quickbook documentation	contract accountant does this	
SUBAWARDS				
page 7	subaward contracts	grant director initiates; fiscal director pays	subawards are currently on pause	
PETTY CASH				
page 7	cash received	receipts developed and cash kept secure by development officer	receipts developed and cash kept secure by ED	No petty cash kept on site currently

page 7	cash needed for event; procedures to follow	employee other than fiscal officer writes check, etc	ED and/or Contract accountant does this	No petty cash kept on site currently; no checks currently being written on site
PURCHASING				
page 8	competitive bidding needed	fiscal director oversees	ED oversees	
page 8	annual review of standard expenses for prudent spending	fiscal director does this	ED does this	
TRAVEL				
page 8	travel approval	travel to be reimbursed approved by ED	travel to be reimbursed approved by ED; ED travel approved by board chair; all approved travel reimbursements forwarded to contract accountant by ED	
BANK RECONCILIATION				
page 9	Bank statement review and reconciliation	Review by ED and Finance Committee chair; reconciliation by fiscal director	Review by ED and Finance Committee chair; reconciliation by contract accountant	
page 9	follow-up with payee	fiscal director follows up for outstanding payment	ED does this	
CONSOLIDATED BUDGET				
page 9	preparation of next FY budget	fiscal director prepares; ED approves; finance committee reviews approves; board reviews approves	ED prepares; finance committee reviews approves; board reviews approves	
PROGRAM BUDGETS				
page 9	preparation of program budgets	program director develops budget with ED and fiscal director	program director develops budget with ED	
GRANTS and CONTRACTS				
page 10	grant procedures	involving grants director, ED and fiscal director	on pause	
RESERVES/ENDOWMENTS				
page 11	endowment records and Quickbooks	endowment records maintained in QuickBooks by fiscal director	contract accountant does this	
INTERNAL REPORTING				
page 12	generating internal financial reports	fiscal director does this	ED does this	
page 12	monthly close	Fiscal director does this	contract accountant does this	

page 12	preparation of monthly cash flow statements, balance sheets, p and l, and budget	Fiscal director does this	ED and/or Contract accountant does this	
page 12	preparation of program/grant status funding	Fiscal director does this	ED does this	
EXTERNAL REPORTS				
page 12	preparation of external reports	Fiscal director does this	ED does this	
page 12	maintains schedule of when reports are due	Fiscal director does this; program director maintains schedule for reports to sponsors	ED Does this with support from Program Development Director	
page 12	payroll and tax reports	Fiscal director does this	contract accountant does this	
FUNDRAISING				
page 13	direct coding oversight	Fiscal director does this	contract accountant does this	
page 13	grants to HM oversight of expenses	fiscal officer and ED	Contract accountant and ED	
page 13	multiple sources for funding programs	fiscal director oversees	ED oversees	
COST-SHARE				
page 13	gather and maintain board cost share summaries	Fiscal director does this	ED does this	
page 13	managing and documenting required cost share	Fiscal director does this	ED Does this	
AUDIT				
page 13	retaining an audit firm	ED secures audit firm	ED secures audit firm	
page 13-14	arranging audit; submitting financial statement; preparation of financial statement	Fiscal director does this	ED in consultation with contract accountant does this	
page 14	follow-up from audit; year-end adjustments	Fiscal director does this	ED does this	
FIXED ASSETS				
page 14	maintaining records of fixed assets	Fiscal director does this	ED Does this	
page 14	maintaining property and equipment list	Fiscal director does this	ED Does this	
page 15	records of fixed assets in general ledger maintained annually	Fiscal director does this	ED Does this	

page 15	ownership documents maintained	Fiscal director does this	ED Does this	
page 15	maintaining depreciation records	Fiscal director does this	ED Does This	
page 15	disposition of property	Fiscal director does this	ED Does this	
CONTRACT SERVICES				
page 15	issuing of 1099 forms for consultants and contractors	Fiscal director does this	contract accountant does this	
LEASES				
page 15	lease oversight	ED approves leases; records maintained by fiscal director	ED approves leases; records maintained by ED	
INSURANCE				
page 16	maintain insurance files	Fiscal director does this	ED Does this	
WHISTLEBLOWER				
PAGE 18	serve as compliance officer	Fiscal director does this	ED Does this	

INTRODUCTION

This code of conduct outlines the behavior expected of all members of the Humanities Montana Board of Directors. As board members we strive to support Humanities Montana (HM) in the fulfillment of its mission: “Humanities Montana serves communities through stories and conversation. We offer experiences that nurture imagination and ideas by speaking to Montana’s diverse history, literature, and philosophy.” According to the organization’s bylaws, the purpose of the board “is to encourage and promote, through grants or other arrangements with nonprofit groups, education in, and public understanding of and appreciation of the humanities in Montana.” It is the responsibility of HM’s board of directors to further the work of the organization in as healthy, respectful, and productive a manner as possible. To that end, the board commits to adhering to the following code of conduct.

CONDUCT AT MEETINGS

All HM board members will:

- Be prepared for general, special and committee meetings;
- Be familiar with all agenda items, having studied pertinent documents prior to meetings;
- Fully participate and respect and follow the meeting agenda;
- Practice civility and act respectfully toward all meeting participants;
- Be mindful of the difference between the intent and impact of one’s statements and actions;
- Support board actions, recognizing the board speaks with one voice;
- Honor the role of the chair as meeting leader and manager.

CONDUCT TOWARDS STAFF

All HM board members will:

- Follow the chain of command;
- Act with the knowledge that the board hires and evaluates the executive director, who, in turn, is responsible for hiring, supervising, and evaluating staff members;
- Refrain from involving oneself in the director-staff relationship;
- Direct any comments about staff performance only to the executive director through private correspondence or conversation;
- Discuss any issue concerning the executive director’s performance with the board chair only;
- Treat all staff respectfully;
- Communicate honestly and openly;
- Refrain from publicly criticizing any staff member;
- Never act in an intimidating or harassing manner;
- Refrain from engaging in, or speculating about, administrative functions not within the purview of the board’s duties and responsibilities.

CONDUCT WITH THE PUBLIC (INCLUDING THIRD-PARTY CONSULTANTS)

All HM board members will:

- Adhere to HM's conflict of interest policy;
- Reroute any complaints from the public to the executive director;
- Refrain from criticizing other members of the board or staff;
- Uphold and respect confidentiality agreements;
- Avoid interacting with, or contacting, third-party consultants or vendors, such as mediators, who are working with the staff and the executive director unless empowered to do so by the board chair;
- Differentiate between personally held viewpoints and those held by the organization, and plainly state which entity one is representing in stating those views;
- Support HM's mission and goals;
- Act and speak professionally.

CORRESPONDENCE CONDUCT

All HM board members will:

- Limit email correspondence to logistics and committee matters;
- Correspond respectfully and with civility.

SANCTIONS

Violations of this code of conduct may result in a director's removal from the board. According to Section IV, pt. 12, of HM's bylaws, a 2/3 vote of members at a duly constituted meeting can remove a director from the board. This must occur at a regular or special meeting of the board, the agenda for which includes said removal.

I, _____ do attest and agree to be bound by the foregoing standards.
(please print name)

Signature

Signature Date



Calendar

Board of Directors and Committee Meetings

Board of Directors Meetings:

Virtual Board Meeting, February 20-21

Friday Feb 20, 1:30-4:00pm

Saturday Feb 21, 8:45am-12:30pm

<https://umontana.zoom.us/j/94590203592?pwd=sz3BaTGjnmibvTiD68Yjm65Mlovkwo.1>

Helena Board Meeting, May 29-30 (Please hold these dates)

Montana Heritage Center

Details forthcoming

Billings Board Meeting, October 2-3 (Please hold these dates)

Details forthcoming

Executive Committee Meetings:

Times and dates need to be determined

Records show meetings monthly, usually the first or second week of the month.

Finance & Audit Committee Meetings:

Virtual Meeting, January 21

Topic: FY25 Closeout and Budget Updates

11:00am-12:00pm

Virtual Meeting, April 29

Topic FY26 Budget Updates

11:00am-12:00pm

Virtual Meeting, May 12

Topic: FY25 Audit

11:00am-12:00pm

Virtual Meeting, September 2

Topic: FY26 Budget

11:00am-12:00pm

Governance Committee Meetings

First 2026 meeting convening during February Board Meeting

Topic: Elect Chair and schedule meeting times

Recommended meetings:

- Two meetings in July/August to survey board roles and responsibilities
- Other meeting times TBD based off HM need

Programs and Outreach ad hoc committee

First 2026 meeting convening during February Board Meeting

Topic: Elect Chair and schedule meeting times

Recommended meetings:

- Monthly, starting in March 2026

2026 Board Roster

Glory Blue Earth (2028)*
Helena

Precious McKenzie (2029)#
Billings

Sarah Bruya (2029)#
Great Falls

Karen Reiff (2026)#
Great Falls

David Cates (2028)
Missoula

Esther Beth Sullivan (2027)
Billings

Jennifer Corning (2027)
Billings

Jaci Webb (2029)*#
Billings

Ray Ekness (2028)
Missoula

Tim Wilson (2026)#
Roscoe

Slaven Lee (2029)#
Missoula

(year) following each director's name indicates term expiry year

** indicates governor's appointee, with renewable term at the governor's request through 2027*

indicates elected director with the option for renewable term

2026 Board Leadership & Committees

Board Chair – Ray Ekness

Board Vice Chair – Glory Blue Earth

<i>Program and Outreach (ad Hoc)</i>	<i>Finance Committee</i>	<i>Governance Committee</i>
TBD (chair)	Esther Beth Sullivan (chair)	TBD (chair)
Slaven Lee	David Cates	Glory Blue Earth
Jaci Webb	Sarah Bruya	Precious McKenzie
(Ray Ekness*)	Tim Wilson	Jennifer Corning
	(Ray Ekness*)	Karen Reiff
		(Ray Ekness*)

The Executive Committee is comprised of the chair, vice chair, chairs of each of the standing committees, and executive director. For 2026, that includes: Ray Ekness (chair), Glory Blue Earth (vice chair, Governance Committee chair), Esther Beth Sullivan (Finance and Audit Committee chair), TBD (Program and Outreach ad Hoc Committee chair), an dJohn Knight (Interim Executive Director).

**The board chair sits on each standing committee as ex-officio. If needed for a quorum, the chair can vote on matters before the committees.*

Programs and Outreach Ad Hoc Committee.

There shall be a Programs and Outreach Ad Hoc Committee. The chair, with the consent of the Executive Committee, shall appoint directors to serve on this committee and recommend its chair, with appointments approved by resolution of the board. This committee shall serve in an advisory capacity to support Humanities Montana's program development, statewide outreach, and resource development efforts.

The specific duties of the Programs and Outreach Ad Hoc Committee include:

- A. Advise the Executive Director and staff on strategic direction, priorities, and innovation in program development and community engagement;
- B. Support outreach efforts to strengthen relationships with partners, donors, funders, and stakeholders across Montana;
- C. Assist in identifying opportunities to align programming with fundraising, grant-seeking, and development strategies;
- D. Provide guidance on program evaluation, documentation, and impact reporting to support institutional learning and external communications;
- E. Serve as ambassadors for Humanities Montana's programs and mission, supporting visibility, advocacy, and public engagement statewide.

The committee shall exist for a defined term or until the completion of its assigned duties, as determined by the board.

NEH Funding Landscape Summary

Recent federal action indicates a potential return of National Endowment for the Humanities (NEH) funding for Humanities Montana in 2026. Legislation passed by Congress and signed into law on January 23, 2026 (H.R. 6938) approved funding for state humanities councils for FY26 at the same levels as FY25. This action confirms Congress's intent to continue federal support for humanities organizations across the country, including Humanities Montana. While this development is encouraging, the approved funds have not yet been released, and Humanities Montana is currently unable to access them as federal implementation is still pending.

If and when released, these funds would be provided through a reimbursement model, meaning expenses are incurred first and then reimbursed by the federal government, with the possibility of carrying funds into the following fiscal year if needed.

Based on the approved legislation, Humanities Montana's estimated potential NEH funding for FY26 is \$916,158, reflecting the amount originally budgeted for FY25 before federal funding was terminated in April 2025 and later partially restored at 20% in June 2025. Until full access to these funds is confirmed, Humanities Montana continues to operate cautiously, relying on private contributions and interim support to sustain core operations and maintain statewide humanities programs in anticipation of federal funding being fully released.

Humanities Montana Fundraising Plan Summary for the Board of Directors

Overview & Revenue Goals

Humanities Montana has established a total fundraising goal of \$320,650, with a stretch goal of \$473,000. These goals balance conservative projections with opportunities for significant growth through major gifts and foundation support.

Revenue targets include foundations (\$200,000; stretch \$473,000), major donors (\$94,000; stretch \$150,000), individual donors under \$1,000 (\$26,650; stretch \$50,000), and business sponsorships (\$10,000; stretch \$20,000).

Capacity goals include engaging board members in fundraising, acquiring 20 new donors (stretch 30), and maintaining a donor retention rate of 46% (stretch 50%).

Strategic Priorities

The plan emphasizes foundation grants, major donor cultivation, broad-based individual giving, and sponsorship opportunities aligned with flagship programs such as Speakers in the Schools, Democracy Project, and Montana Conversations.

Annual Activity Timeline

Fundraising activity is concentrated early in the year, with donor stewardship, major donor meetings, email appeals, sponsorship outreach, and ongoing grant submissions occurring primarily in Q1 and Q2. Q3 and Q4 will develop as the year progresses and as more information becomes available on federal funding resources.

Grant Strategy

Grants represent the largest share of projected revenue, with multiple six-figure opportunities in progress and one confirmed \$68,000 grant. Several proposals and letters of intent are underway, demonstrating a strong pipeline.

Current grant prospects include:

- Arthur Blank Foundation
- Browning Kimbell
- Charles Bair Foundation
- Dennis & Phyllis Washington Foundation
- Englehard Foundation
- Gallagher Foundation
- Headwaters Foundation
- Llewellyn Foundation
- MJ Murdock Charitable Trust
- Susan Scott Heyneman Foundation

Role of the Board

Board members play a targeted but important role through donor thank-you calls, introductions to prospective major donors, and fundraising advocacy.

Conclusion

This plan is ambitious yet achievable and positions Humanities Montana for financial stability and growth through diversified revenue, consistent donor engagement, and strategic board involvement.

		Goal	Stretch Goal	Results
	Total	\$320,650	\$673,000	\$
	Major donor (\$1,000+)	\$94,000	\$150,000	\$
	Individuals (>\$1,000)	\$26,650	\$50,000	\$
	Foundations	\$200,000	\$473,000	\$
	Business Sponsorships	\$10,000	\$20,000	
	Board Members	100%	100%	0%
	New donors	20	30	
	Donor retention	46%	50%	0%
	Major donors	Appeals	Events	Stewardship
Q1	Meetings, asks, Speakers Bureau sponsors, Missoula Gives match	Newsletter and ED Email Blast updates with direct asks		Grant LOIs and Applicatons to Foundations due; thank you calls to major donors and/or meetings; personalized notes to major donors and individual donors
Q2	Case for support development,meetings, asks	Spring Appeal; Missoula Gives; Newsletter and ED Email Blast updates with direct asks	House party - Leslie Van Stavern Millar III; Missoula/Arlee	Personalized update to major donors, personalized notes/calls
Q3	Meetings, asks, Giving Tuesday match	Newsletter and ED Email Blast updates with direct asks	House party - Mary Hernandez; Billings; House party - Annick Smith; Missoula	Personalized notes/calls; cultivate Year End Matches
Q4	Meetings, asks, yearend appeal match	Yearend appeal, Giving Tuesday; 1-2 House Parties; Newsletter and ED Email Blast updates with direct asks	House Party Bozeman, Great Falls, or White Fish (Tracy Schuler host?)	Holiday cards to major donors, personalized notes/calls

	Fundraising Activity	Due	Goal	Results	Notes		
Q1							
January	Thank you calls to donors >\$500	1/31	\$ -	Called X donors	Board members make calls		
	Major donor meetings (3)	1/31					
February	Major donor meetings (3)	2/28	\$ -				
	Speakers Bureau sponsors	2/28	\$ 10,000.00		Matching funds from Mark Good - Great Falls, MT250 Programs for Central Montana. Details TBD		
	Personalized note to 2 donors >\$1,000	2/28	\$ 2,500.00				
March	Major donor meetings (3)	3/31	\$ 50,000.00	Susan O'Conner	Gave \$100K in 2025, make smaller ask as NEH funds come back online. This is added to the \$160K Englehard gives every two years for DP		
	Spring email appeal	3/31	\$ 5,000.00				
	Personalized note to 2 donors >\$1,000	3/31	\$ 2,500.00				
Q2							
April	Missoula Gives sponsorship matches	4/30	\$ 5,000.00				
	Case for Support Development	4/30			Complete with Programs and Outreach ad hoc committee		
	Missoula Gives	4/30	\$ 5,000.00				
	Major donor meetings (3)	4/30	\$ -				
	Business sponsorship for Spring Appeal	4/30	\$ 5,000.00				
	Personalized note to 2 donors >\$1,000	4/30	\$ 5,000.00		Board members make calls		
May	Personalized note to 2 donors >\$1,000	5/31	\$ 5,000.00		Board members make calls		
June	Major donor meetings (3)	6/30	\$ -				
	Personalized update to donors >\$1,000	6/15	\$ 2,500.00				
	House party	6/30	\$ 5,000.00		Leslie Van Stavern Millar; Missoula (confirmed availability to use space)		
Q3							
July	Major donor meetings (2)	7/30	\$ -				
	House party	7/30	\$ 5,000.00				
	Personalized note to 2 donors >\$1,000	7/30	\$ 2,500.00				
August	Major donor meetings (2)	8/31	\$ -				
	Personalized note to 2 donors >\$1,000	8/31	\$ 2,500.00				
September	Major donor meetings (3)	9/30	\$ -				
	Personalized note to 2 donors >\$1,000	9/30	\$ 2,500.00				
Q4							
October	Major donor meetings (3)	10/30	\$ -				
	Personalized note to 2 donors >\$1,000	10/30	\$ 2,500.00				
	House party	10/30	\$ 10,000.00	Billings, 10/1-2 around Hm Board Meeting, Mary Hernandez offered hosting site			
	Major donor meetings (3)	11/21	\$ -				
November	Yearend appeal	11/17	\$ 10,000.00				

	Business sponsorship match	11/17	\$ 5,000.00				
	Personalized note to 2 donors >\$1,000	11/30	\$ 2,500.00				
	Giving Tuesday sponsorship matches	12/2	\$ -				
December	Giving Tuesday	12/2	\$ 2,500.00				
	Major donor meetings (2)	12/17	\$ -				
	Holiday cards to donors >\$1,000	12/17	\$ 2,500.00				
			\$ 150,000.00	Total			
			\$ 119,650.00	Goal			

	Foundation	Date Due	Request	Results	Notes
Q1					
January	Dennis and Phyllis Washington Foundation	Rolling	\$ 25,000		Speakers in the Schools - tied to education
March	Charles Bair Foundation	3/1/2026	\$ 25,000		Central Montana Focused, Speakers in the Schools - MT250 - denied in 2025, make a strong case for central montana
March	Browning Kimbell	3/1/2026	\$ 15,000		LOI Due Date, Central Montana Focus - Find a program that aligns
March	Headwaters Foudation	3/31/2026	\$ 75,000		Democracy Project - LOI Submitted December 2025
Q2					
May	Arthur Blank Foundation	Rolling	\$ 50,000		Democracy Project or Montana Conversations - Reach out to Tawyna
April	Llewellen Foundation	4/30/2026	\$ 30,000		Continued DP Support, ask for same amount, buy time to find more support
April	Murdoch Family Trust	4/30/2025	\$ 148,000		Staff and Operations Three year Grant - LOI Submitted 12/26/2025
June	Englehard Foundation	Rolling	\$ 65,000	\$68,000.00	Already committed, update foundation and request second payment for FY26, Make new request of 160k in 2027
Q3					
July					
August					
September	Susan Scott Heyneman Foundation	9/30/2026	\$ 15,000		Continued Poet Laureate Support, up the ask? Funds 30% of program costs
Q4					
October	Gallagher Foundation	10/31/2025	\$ 25,000		Western Montana Focused - Speakers Bureau - ensure we follow guidelines then call ED, Carolyn Maier at 406-240-6353
November					
December					
			\$ 473,000	Total	
			\$200,000	Goal	

Gift	# Gifts	# Prospects	Total	Percent	Prospects
\$ 50,000	1	4	\$ 50,000	38.57%	Susan O'Conner (\$100K in 2025), Also Funds DP \$160k every 2 years
\$ 10,000	1	2	\$ 10,000	7.71%	Jamie Doggett / The Camus Fund cultivate 2026 Gift (gave \$12,250 in 2025)
\$ 5,000	2	4	\$ 10,000	7.71%	2 gifts of \$5K in 2025, cultivate 1-2 new donors who can donate at this amount
\$ 5,000	2	4	\$ 10,000	7.71%	Business Sponsorships or Matches
\$ 2,000	3	10	\$ 6,000	4.63%	2 gifts of \$2K in 2025, cultivate 3-10 gifts of this amount in 2026
\$ 1,500	2	10	\$ 3,000	2.31%	2 gifts of \$1500K in 2025, cultivate 2 - 10 gifts of this amount
\$ 1,000	15	20	\$ 15,000	11.57%	13 gifts of \$1K in 2025, cultivate 15-20 gifts of this amount in 2026
\$ 500	15	34	\$ 7,500	5.78%	13 gifts of \$500 in 2025, cultivate 15-30 gifts of this amount in 2026
\$ 250	25	30	\$ 6,250	4.82%	24 gifts of \$250-\$400 in 2025, cultivate 25-30 gifts in this range in 2026
\$ 100	90	100	\$ 9,000.00	6.94%	90 gifts of 100-\$200 in 2025, cultivate 90-100 gifts in this range in 2026
\$ 50	58	70	\$ 2,900.00	2.24%	
			\$ 129,650.00		
		Major Donors	\$ 94,000		
		Individual Donors	\$ 25,650.00		
		Business Donors	\$ 10,000.00		
			\$ 129,650		

Case for Support

Overview

A case for support is a foundational tool for consistent messaging and efficiency across grant writing and marketing materials. It clearly and persuasively articulates the need being addressed, why the organization is well-positioned to respond, and how investment will advance shared priorities.

A strong case for support improves efficiency by providing a reusable framework that can be easily adapted for different funders, while maintaining alignment with organizational mission and strategy. It helps funders quickly understand the problem, the urgency of the issue, and the impact their investment will achieve, while clearly demonstrating alignment between funder priorities and organizational goals—positioning each request as a strategic opportunity for partnership and impact.

Outline

Mission and vision

A clear statement of the organization's purpose and vision.

Organizational Overview

- History and background to highlight your organization's unique strengths and credibility
- Core programs
- Leadership and capacity to demonstrate staff expertise, community partnerships, and infrastructure that enables success

PRO TIP: Use data and a brief story to highlight the impact of your core programs.

Statement of Need

- The challenge or opportunity in the community
- Why the issue matters
- Who is affected and how
- Root causes or systemic context
- Current gaps

PRO TIP: Use data paired with human-centered narrative elements.

Target Population

- Who you serve (demographics, geographic area, relevant characteristics)
- Why this population is central to the mission
- How you are trusted or connected within the community

Program or Project Description

- One for each program or project
- Program goals, objectives, evidence-based approach and how it ties to the statement of need

Outcomes and Evaluation

- Overall and one for each program
- Evaluation methods to outline the tools, surveys, and data tracking you utilize to measure success and make improvements

PRO TIP: Include short-term, intermediate, and long-term goals

Sustainability Plan

- How the program will be sustained after the grant period
- Diversified revenue streams
- Organizational commitment to long-term impact
- Partnerships or cost-efficiencies

Budget and Budget Narrative

- Organizational budget
- Each program budget
- How line items support program objectives

Funding Needs

- A specific outline of your fundraising goal and how the money will be used

Fundraising Development Envisioning Session

15 Minutes - Board Discussion

Purpose

To align the board on fundraising priorities by grounding our development strategy in a shared Case for Support

clarifying *why our work matters now, what we are raising funds for, and how we communicate impact.*

1. Why Now

Discussion Prompt:

In one sentence, why is this moment urgent or strategic for our organization?

Focus:

External conditions, community need, funding environment, organizational momentum.

2. Proof of Impact

Discussion Prompt:

What best demonstrates our credibility and effectiveness?

Focus:

- One program, outcome, or partnership
- One data point *or* short story that funders should remember

3. Funding Priorities

Discussion Prompt:

What are the 1–2 most important funding priorities for the next 12 months?

Focus:

- What funds will support
- How this investment advances mission and closes a current gap

4. Shared Message

Discussion Prompt:

What is the single message every board member should feel confident sharing with a donor or funder?

Outcome of this Session

A shared, board-aligned fundraising focus and consistent messaging to guide donor conversations, proposals, and outreach.