



# **BOARD MEETING NOTEBOOK**

**February 3-4 2022– Virtual**

# Humanities MONTANA

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# Humanities MONTANA

## AGENDA

Board of Directors Meeting—Virtual  
February 3-4, 2022

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

### AGENDA ITEMS REQUIRING ACTION ARE NOTED IN BOLD

Zoom link to join meeting: <https://umontana.zoom.us/j/98993672610>

#### Thursday, February 3; 5pm-7pm

- 5 PM Welcome — Carla Homstad
  - Land acknowledgement — David Dietrich
  - Meeting protocols — Carla Homstad
- 5:05 New chair goals for 2022 — Carla Homstad
- 5:10 Introduction of new board members — David Dietrich
  - Francine Spang-Willis and Esther Beth Sullivan
- 5:15 Review agenda and minutes — Carla Homstad
  - Action item: Approve minutes from September 23-24, 2021 meeting**
  - Action item: Approve minutes from November 10, 2021 meeting**
- 5:20 “What do the humanities mean to you?” — Carla Homstad
- 5:50 Executive director report — Randi Tanglen
- 6:05 Strategic planning process committee report — David Dietrich and Jennifer Corning
- 6:25 Grants committee report — Jennifer Corning
  - Regular and research grant recommendations
- 6:45 Program committee report — Jeanette Fregulia
  - Programs update — Kim Anderson
- 7 PM Closing comments — Carla Homstad

#### Friday, February 4; 1pm-3pm

- 1 PM Welcome — Carla Homstad
- 1:05 Public comment
- 1:10 Board member spotlight — Carla Homstad
- 1:20 Trusteeship committee report — Laura Mitchell Ross
  - Development report—Sara Stout
- 1:40 Finance and audit committee report—Eric Sanders
- 2:00 Anti-racism audit report—Carla Homstad
  - Formation of report working committee
- 2:25 Action item
  - Recommendation from grants committee**
- 2:40 Final thoughts and schedule next meetings — Carla Homstad and David Dietrich
  - May or June 2022, dates and place TBD
  - September 2022, dates and place TBD
  - January or February 2023, dates and place TBD
- 3 PM Adjourn

# Mission and Vision

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## **Our Mission**

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

## **Our 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

# BOARD OF DIRECTORS

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- Years following board member names indicate term expiry year
- Names underlined are renewable terms
- \* Indicates Governor's appointees upon appointment by the governor and continues through the end of the governor's term or until a replacement is appointed.
- > Filling vacancy
- 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 31<sup>st</sup> day of December.



**Board of Directors  
2022 Committee Assignments**

**Grants Committee**

Chair: Lynda Grande

Susan Hughes, Carol Bradley, Ramey Growing Thunder, Jennifer Corning, Francine Spang-Willis (new board member January 1, 2022)

**Trusteeship Committee**

Chair: Laura Mitchell Ross

Debbie Garland, April Charlo, David Dietrich, Lathie Poole

**Finance and Audit Committee**

Chair: Eric Sanders

Carla Homstad, Jamie Doggett

**Program Committee**

Chair: Jeanette Fregulia

Ashby Kinch, Caroline Bitz, Jessica Flint, Glory Blue Earth-Highley, Esther Beth Sullivan (new board member January 1, 2022)

*New committee and committee chair assignments begin January 1, 2022.*

**Minutes**  
**Humanities Montana Board Meeting, Virtual**  
**September 23-24, 2021**

**Present September 23:** Board: Jamie Doggett, Laura Mitchell Ross, Carol Bradley, Carla Homstad, Chris Hopkins, April Charlo, Caroline Bitz, Susan Hughes, Aaron Parrett, Jennifer Corning, Jessica Flint, Eric Sanders, David Dietrich, Debbie Garland, Glory Blue Earth-Highley, Lathie Poole, Lynda Grande, Ashby Kinch

Staff: Randi Tanglen, Kim Anderson, Ryan McCarty, Sara Stout, Samantha Dwyer, Jodi Todd

**Welcome**

The meeting convened on Zoom on Thursday, September 23 at 5:02 p.m. Chris Hopkins welcomed the board and asked Carla Homstad to read Humanities Montana's land acknowledgement. To introduce new board members, Chris asked everyone on the call to introduce themselves and share their favorite Montana "hidden gem."

**Review Agenda/Minutes**

Chris provided an overview of the meeting agenda. Chris asked the board to review the May 2021 board meeting minutes. Caroline Bitz moved to approve the May board meeting minutes, Jamie Doggett seconded, and the motion passed unanimously.

**Executive Director Report**

Randi Tanglen noted that since the last meeting, Humanities Montana had returned to in-person programming, but the Delta variant of COVID-19 had reverted Humanities Montana back to mostly virtual programming.

Randi informed the board that in June she and a board advisory group had selected Widerstand Consulting to conduct the racial equity audit, and that the audit will begin in November. She explained that the audit was a continuation of the racial equity work the board had started approximately two years earlier. The racial equity audit design team will consist of Carla Homstad, Jeanette Fregulia, April Charlo, Randi Tanglen, and Ryan McCarty.

Randi reported the positive preliminary findings from the NEH site visit in June 2021 and NEH federal funding projections for fiscal year 2022. Humanities Montana may see a slight federal funding increase. Lastly, Randi updated the board about potential projects for Humanities Montana's 50<sup>th</sup> anniversary in 2022 that include hiring a public history intern to identify key points of Humanities Montana's last 50 years.

Jessica Flint asked if there was any discussion about Widerstand's founder—Tobin Miller Shearer—being a former board member. Randi answered that because Tobin is no longer on the board, Widerstand receiving the contract does not violate Humanities Montana's conflict of interest policy. She added that Humanities Montana widely circulated a Request for Proposals. Carla Homstad added that the Widerstand proposal far outweighed the others in understanding what the Humanities Montana Request for Proposals was asking for.

Jessica also asked if Montana Attorney General Austin Knudsen's opinion on critical race theory in schools was taken into consideration. Randi said that the Attorney General's opinion states critical race theory cannot be used to discriminate or exclude based on race, and that is not the

goal of the audit. Lynda Grande asked why Humanities Montana is doing a racial equity audit. Randi answered that this is work that the board had started previously, and that Humanities Montana wants to ensure accessibility and access in spending public funds. Lynda responded that Humanities Montana awards grants to Native American organizations at a percentage higher than the Native American population in Montana. Debbie Garland said that Humanities Montana started this process closer to five years ago and that Humanities Montana wants to make sure we are open to and reaching the entire population of Montana.

Carla said we don't know what's there until we look, clarifying that the audit is just a measurement. Randi informed the board that the audit findings will be reviewed by the full board to determine which recommendations to pursue. Lathie Poole added that she hopes the racial equity audit does not create division.

April Charlo said the audit could clarify if the Humanities Montana board is a reflection of Montana. She said that she does not feel comfortable speaking about race for fear of pushback and that the board needs a diversity audit to better represent Montana. Glory Blue Earth-Highley said that she understands April's point and that she hopes she can help add diversity to the board. Lathie concluded the conversation by saying that she likes the idea, as long as it isn't divisive. Throughout the meeting, board members continued their discussion of the racial equity audit and board diversity in the Zoom chat.

### **Finance and Audit Committee Report**

David Dietrich presented the proposed FY22 budget and narrative, adding that the budget has been complex the last two years with the infusion of CARES and SHARP monies. The proposed FY22 budget is built on NEH carry over from FY20 and FY21 due to cancelled programs during the pandemic. This surplus has allowed Humanities Montana to increase its regranting budget in FY22. He pointed to the note on the bottom of the July 2021 budget-to-actual report, which indicated that much of the surplus represented in the projections column was already obligated for FY22.

David informed the board the vote for the FY22 budget would be held tomorrow and asked for questions. Carla asked about the negative net income on the July 2021 profit and loss sheet. Jodi Todd said the negative balance was because Humanities Montana recorded revenue in previous years that it is spending in the current fiscal year, using the Engelhard Foundation funding as an example. Eric Sanders reiterated that the apparent loss on the P&L sheet is an exercise in accrual (rather than cash-based) accounting, and that the negative number did not represent a debt owed. Debbie asked about the honoraria expenses on the profit and loss sheet. Kim Anderson said that money is largely spent on speakers for programs.

### **Trusteeship Committee Report**

Laura Mitchell Ross informed the board of the upcoming action items on board reappointments and board leadership. She reported on the committee's discussion of the board matrix at its last meeting. She also reported on the upcoming creation of a committee on philanthropy, approved by the board in June 2020, and that the trusteeship committee will approach David Irion and Scott Crichton to become the first two members.

Lynda asked if the board nominees submitted to the governor will join the board and how that might limit diversity. Randi said that two of the five proposed candidates have already joined the



board, two more will join in January 2022, and the fifth will fill the next open board seat. Lynda asked about the board diversity matrix and its inclusion of “female” as minority status. Laura pointed Lynda to the trusteeship minutes in the board notebook.

Laura asked Sara Stout to give the development report. Sara informed the board that donor revenue is up compared to this date one year ago, but that average gift size was down. The previous calendar year saw an increase in donors, and 74 out of 111 of those donors gave again this year. Sara reported on a recent meeting between Humanities Montana and AMB West Philanthropies. Chris reminded the board that this is “light years” ahead of where Humanities Montana was with development two years ago.

### **Grants Committee Report**

Chris asked Jamie Doggett and Kim to report on Humanities Montana’s regrants. Jamie asked Kim to explain the regrantee process. After a regrantee overview, the board reviewed the regular and film + video grant recommendations from the grants committee. Carla asked why the PBS application for the Ivan Doig documentary was not recommended for funding. Kim explained that the committee felt HM funds could have more of an impact with the smaller films proposed for funding, and that Humanities Montana had funded the PBS project in the previous year. The grants committee also reviewed 17 applications for SHARP project grants and recommends 7 for funding. The board will vote on the grants committee recommendations on Friday.

Kim presented a slide show on SHARP general operating support grants, reporting that Humanities Montana had awarded 46 general operating support grants to organizations across the state.

Chris Hopkins closed the first portion of the meeting at 6:54 p.m., postponing the executive session until Friday.

Friday, September 24

**Present September 24:** Board: Jamie Doggett, Ramey Growing Thunder, Carla Homstad, Chris Hopkins, Debbie Garland, Caroline Bitz, Jennifer Corning, Carol Bradley, Lathie Poole, Eric Sanders, Jessica Flint, Aaron Parrett, Lynda Grande, Susan Hughes, Glory Blue Earth-Highley, Laura Mitchell Ross, April Charlo, David Dietrich, Ashby Kinch.

Staff: Kim Anderson, Ryan McCarty, Randi Tanglen, Samantha Dwyer, Sara Stout

### **Welcome**

Chris Hopkins welcomed the board and staff and thanked everyone for yesterday’s discussion both verbally and in the chat. He also acknowledged that Jeanette Fregulia would be absent from this meeting due to the recent birth of her first grandchild. He then introduced the board to Ramey Growing Thunder.

### **Public Comment**

No one from the general public joined the meeting for comment. Chris Hopkins double checked with staff that the public had access to virtual board meetings. Randi Tanglen answered that

instructions to access the virtual board meeting were posted in Humanities Montana's newsletter and social media and that notice of the meeting was posted on the Humanities Montana website.

### **Board Spotlight**

Carla Homstad highlighted April Charlo and Jamie Doggett for the board member spotlight.

### **Program Report**

Debbie Garland presented the program report to the board, highlighting the recent transition of most of Humanities Montana's programs to a virtual format. Debbie said the previous focus was a return to in-person programming, but the Delta variant of COVID-19 had put a halt to that. She reiterated the three focus areas for Humanities Montana programming identified by the committee and staff in 2019: youth, rural, and Native American. Debbie also mentioned an evaluation tool used by the program staff to ensure sustainability for programs moving forward.

Samantha informed the board that although Montana Conversations and Speakers in the Schools programs were again virtual that the Democracy Project would continue in-person because the three partner libraries had safety protocols in place. Sam briefed the board on the funding from the American Academy of Poets for the fellowship that former poets laureate Mandy Smoker Broaddus and Melissa Kwasny received to visit and present programs at seven museums in the state. Sam also informed the board that Humanities Montana had officially received funding from the National Science Foundation for a convergence accelerator grant on information literacy, building on Humanities Montana's Informed Citizen programs. This is a partnership with information literacy researchers at Stanford, MIT, and the University of North Carolina. Sam then shared the Gather Round culminating project, *Body of Water*, a collaborative film project with Big Sky Film Institute and Mandy Smoker Broaddus and Melissa Kwasny.

### **GHA Committee Report**

Carla Homstad updated the board on the 2021 Governor's Humanities Awards, informing them that over 150 people had registered to date. The virtual event will take place September 30, 2021 at 6:00 p.m. Carla explained some of the benefits of the virtual event—personal tributes to the honorees, accessibility, and cost. Chris suggested it might be worthwhile to consider keeping the GHA ceremony a virtual event.

### **Strategic Planning**

Randi briefed the board on Humanities Montana's previous strategic plan and how staff had been making strategic decisions in the interim. Randi then highlighted the key priorities for Humanities Montana's upcoming strategic planning process: impact, resources, accessibility, and the role of Humanities Montana in the state. She laid out a proposed timeline for strategic planning starting in October 2021 and concluding with a celebration of Humanities Montana's 50<sup>th</sup> anniversary in fall 2022. Randi then proposed the creation of an ad hoc board committee for strategic planning, which would include the incoming chair and vice chair of the board along with 3-4 additional board members. A call for volunteers will be sent as a follow-up to the board meeting. After the presentation, board members had a lengthy discussion about the role of Humanities Montana in the state.

## **Action Items**

Chris directed the board to the action items on the agenda.

## **FY22 Budget**

Chris asked for a motion to approve the proposed FY22 budget. Debbie moved and the motion was seconded by Eric Sanders. There was no discussion. The motion was approved with Jessica Flint abstaining.

## **2022 Board Member Reappointment**

**Seconded motion from trusteeship committee: Motion to approve the trusteeship committee recommendation that the Humanities Montana board of directors accept the applications of board term renewals from Carla Homstad and David Dietrich.**

Carla and David were asked to leave the meeting for general discussion about their reappointments to the board. The seconded motion came from the trusteeship committee and was approved unanimously.

## **2022 Board Leadership**

**Seconded motion from trusteeship committee: Motion to approve the trusteeship committee recommendation of Carla Homstad to serve as the Humanities Montana chair and David Dietrich to serve as the vice chair for 2022.**

The board leadership motion came from the trusteeship committee and did not require a motion from the floor. The motion was approved unanimously.

## **Regular and Film + Video Grants**

**Seconded motion from grants committee: Motion to approve the grants committee recommendation to fund the following Regular and Film + Video Grants:**

**Academic World Quest, World Affairs Council of Montana, Missoula, \$4,500**

**Montana Kid Lit Festival, Rocky Mountain College, Billings, \$2,500**

**Reframing Rural, Season 2, Reframing Rural, Helena, \$4,600**

**Helena Black History Month Education Initiative, Helena Black History Month Education Initiative, Helena, \$3,400**

### **Film + Video Grants**

**The Story of Chief Plenty Coups, Montana State Parks Foundation, Missoula, \$7,000**

**The Story of Us: The History of Montana Through Its People, Xtreme History Project,**

**Bozeman, \$7,000**

**100-Snqweylmstn: Indigenous Foster Home, Perma Red, Missoula, \$6,000**

This motion came as a seconded motion from the committee. April Charlo recused herself from discussion and voting due to her involvement with the Snqweylmstn: Indigenous Foster Home application. The board unanimously approved the motion.

### **SHARP Project Grants**

**Seconded motion from grants committee: Motion to approve the grants committee recommendation to fund the following SHARP Project Grants:**

**Shots Felt Round Montana: History & Community Health, Carter County Museum, Ekalaka, \$9,620**

**I Am Montana Year Four, Free Verse Writing Project, Missoula, \$13,775**

**Stem ah spah oos (What's in Your Heart), Learning with Meaning, Missoula, \$20,000**

**The MBF+ Project, Arts Missoula, Missoula, \$20,000**

**Crow Dictionary Completion and Printing Project, Crow Language Consortium, Billings, \$20,000**

**Critical Thinking About Social Media, Center for Science, Technology, Ethics & Society, MSU, Bozeman, \$8,300**

**Smithsonian: Lame Deer, Woodenlegs Library, Lame Deer, \$8,300**

Chris asked for an explanation on why the full board was voting to approve the SHARP project grants. Randi answered that the board voted to empower the SHARP general operating support grants ad hoc committee to approve grants up to \$10,000 for immediate distribution over the summer. Since the SHARP projects grants were being funded at a higher level, the grants committee reviewed them, and they required a full board vote.

Lathie Poole asked for clarification on the online grant review process. Kim explained that the full board had the opportunity to review all grants before the grants committee met, and that the projects listed in the board notebook were the recommendations from the grants committee. Lynda then asked if Humanities Montana informed board members when the grant approval process closes, and Kim said that she sends an email to the full board.

The SHARP project grants motion from the grants committee passed unanimously.

### **Appreciation for Departing Board Members and Chair**

Carla offered her appreciation for departing board members Aaron Parrett and Chris Hopkins. Board members also expressed their appreciation in the chat. Chris offered comments as departing board chair. Aaron and Chris will remain on the board and Chris will remain chair until December 31, 2021.

### **Final Thoughts and Next Meeting**

Chris asked for proposed dates for the winter 2022 board meeting. The board tentatively settled on January 13-15, but staff will circulate a poll to include possible February dates. The board

discussed the possibility of in-person and virtual meetings, with a final decision to be made when more information is available.

MEETING ADJOURNED at 2:53 p.m. for executive session.

## **Humanities Montana**

Special meeting of the board

November 10, 2021

5:00pm

**Present:** Glory Blue Earth-Highley; Carol Bradley; April Charlo; Jennifer Corning; David Dietrich; Jessica Flint; Jeanette Fregulia; Debbie Garland; Lynda Grande; Carla Homstad; Chris Hopkins; Ashby Kinch; Lathie Poole; Laura Mitchell Ross; Eric Sanders. Staff: Randi Tanglen; Jodi Todd.

**Absent:** Caroline Bitz; Jamie Doggett; Ramey Growing Thunder; Susan Hughes; Aaron Parrett.

The meeting was called to order at 5:10pm by Board Chair Chris Hopkins. Chris stated the purpose of the special meeting of the board was to approve the finance and audit committee's recommendation of a CPA firm to conduct Humanities Montana's financial audit.

### **Public Comment**

Chris asked for public comment. Randi said public notice of the special meeting of the board had been posted on the Humanities Montana website and in the November newsletter. There was no public comment.

### **Land Acknowledgement**

Carla Homstad offered the land acknowledgement.

### **Finance and Audit Committee Recommendation**

Eric Sanders, finance and audit committee member, explained that JCCS has been Humanities Montana's auditor for eight years. The standard practice is to put out a bid for a new auditor after five years. Considering the transition in staff in recent years, Humanities Montana stayed with JCCS for an additional three years. In August, Humanities Montana staff widely circulated a Request for Proposals for financial audit and tax services through the Montana Nonprofit Association and the Montana Society of Certified Public Accountants. Three proposals were received and evaluated by the committee. Two firms—JCCS and CFJ—were selected for final interviews.

The committee, consisting of David Dietrich, Eric Sanders, and Chris Hopkins, recommends JCCS because the firm's qualifications and experience, especially in federal single audits, exceeded that of the other firm. The details of the committee's interviews and discussion are outlined in the finance and audit committee's October 28, 2021 meeting minutes circulated before the board meeting. Carla asked if JCCS's previous relationship with Humanities Montana may have been a factor in their interview. David Dietrich responded that the previous relationship aside, JCCS stood out as the more knowledgeable firm.

David Dietrich made a motion to approve JCCS to provide Humanities Montana's financial audit and tax preparation services for the next three years. Jeanette Fregulia seconded the motion. The motion passed unanimously.

The meeting adjourned at 5:22pm.

**Humanities Montana  
Executive director report  
February 2022**

**Overview**

So much has happened since the board last met in September 2021! Our virtual Governor's Humanities Award ceremony in late September was a success as an opportunity for us to recognize five individuals who reflect and exemplify Humanities Montana's mission of serving communities through stories and conversation. We've moved forward with a racial equity study and initiated the strategic planning process. Our speakers are expanding their reach through virtual conversations, and we wrapped up SHARP re-granting. You'll learn all about these initiatives and more in the various committee minutes and reports in this notebook.

**Staff transitions and onboarding**

Two recent staff openings and the upcoming retirement of Kim Anderson on July 1, 2022 provide the opportunity to re-envision position descriptions in order to maximize the resources of our small staff. As we take the time to develop a strategic and inclusive hiring and onboarding process, we have hired an interim office manager with the sole focus of making sure the office is organized and welcoming for hybrid work when we do bring on new team members. Kim and I have divided the programs portfolio, and we have hired a Missoula-based PR firm, Upward PR, to manage our social media and press releases.

We plan to hire and onboard an office and database manager in February/March 2022 and a program officer and a grants and impact officer in March/April 2022. This process will take time, and we want to make sure we get it right. In any case, all new staff members will be hired before Kim's retirement. The staff is working collaboratively to ensure a smooth transition in operations and institutional knowledge. The full staff will be involved in the selection process, and board leadership and the executive committee will be updated and consulted regularly.

**National Endowment for the Humanities (NEH)**

In January, we submitted our annual Activities and Outcomes report to NEH and found that in Fiscal Year 2021 we had a total of 5,208 audience members for our Montana Conversations, Speakers in the Schools, and Why it Matters programs. Forty-three (43) of our 83 Montana Conversations programs occurred in rural communities (population under 20,000). Forty-four (44) out of 67 Speakers in the Schools programs occurred in rural schools. Our grantees were able to reach 35,508 Montanans with their humanities programs.

We had hoped to receive the final report and closeout letter from our June 2021 NEH site visit before this board meeting, but it is still being finalized by NEH. It will be distributed to the full board as soon as possible.

Congress has not passed the FY 2022 appropriations bill and we are currently receiving our NEH general operating support funding through a Continuing Resolution (CR) that expires February 18, 2022. The hope is that a FY 2022 Omnibus including all 12 of the annual appropriations bills can be concluded by then. The House has recommended \$201 million for NEH, with \$61.836 million of that directed to the state councils; the Senate draft includes \$182.5 million for NEH, including \$55.28 million for the councils. Current (FY 2021) appropriations are \$167.5 million for NEH, with \$51.576 million of that going to the councils. At the start of the FY 2022 budget process, the FSHC advocated for \$225 million for NEH and \$70 million for the state councils.

**Federation of State Humanities Councils (FSHC)**

The Federation of State Humanities Councils held its annual business meeting on November 13, 2021. A new slate of board members and a new board chair, Paxton Williams, were elected. Federation dues increased by 11% this year.

The Federation has several committees, and I was recently asked to serve on the nominations committee for the FSHC board. Federation President Phoebe Stein has formed an advisory group of state council executive directors to address possible changes to NEH's state council funding formula. I will be part of that group to represent the perspective of states with smaller populations.

Humanities on the Hill will be held as a virtual event March 7-9 & 14, 2022, which means board members will again have the opportunity to join virtual meetings with our Congressional delegation and their staff members. As more details become available, we will send out a call to board members.

Although Humanities on the Hill will be virtual, the FSHC is planning an in-person executive director's retreat in Washington, D.C. that I plan to attend March 10-11, 2022. The National Humanities Conference will be held in person in Los Angeles, CA November 10-13, 2022.

**50<sup>th</sup> Anniversary**

Humanities Montana celebrates our 50<sup>th</sup> anniversary in 2022! You will see some special branding and communications geared toward our 50<sup>th</sup> anniversary. In our monthly newsletter past board chairs and Humanities Montana friends are writing "Golden Anniversary Letters" to reflect on what 50 years of the humanities in Montana has meant to them and to the state. Sara Stout, director of development, is launching an initiative around planned giving and bequests related to the 50th. Considering the pandemic and with a year focused on the future—strategic planning and new staff—we have not planned an in-person anniversary event. However, we do hope to plan a special opportunity to recognize Kim upon her retirement this summer.

**Welcome and gratitude**

Welcome to new board members Francine Spang-Willis and Esther Beth Sullivan! The board has remained very busy and engaged since the September meeting, and I thank each of you for your leadership and all you do to keep the humanities strong in Montana.

Respectfully submitted,

Randi Lynn Tanglen, PhD  
Executive director

P.S. Don't forget to submit your cost share!



## **Humanities Montana**

Strategic Planning Process Committee (ad hoc)

November 17, 2021

Zoom

**Present:** Jennifer Corning, David Dietrich, Jamie Doggett, Jessica Flint, Jeanette Fregulia, Carla Homstad, Lathie Poole, Eric Sanders. Staff: Randi Tanglen

The meeting was called to order at 3:03pm by Carla Homstad. Carla chaired the first ad hoc committee meeting until committee co-chairs could be finalized. The committee reviewed the agenda circulated before the meeting; there were no additions.

### **Committee co-chairs**

Carla announced that David Dietrich had been appointed by board leadership to chair the ad hoc committee as the incoming board vice chair. David said he has requested a co-chair in this role due to his professional obligations. Eric asked about the duties of the co-chair. Carla explained that the co-chairs would chair committee meetings and oversee the strategic planning process. Randi added that the co-chairs would be responsible for reporting back to the board. Carla said board leadership will appoint a co-chair from the committee members.

### **Role of committee**

Carla reviewed the role of the ad hoc committee as a process committee. The committee will not be responsible for creating or writing the new strategic plan. The committee will oversee and shape the process and ensure all board members have an opportunity to provide input. This committee will also be responsible for developing the components of the strategic plan related to board governance, recruitment, and fund development.

### **Timeline**

Randi reminded the committee of the timeline for strategic planning. The process was started in September at the board meeting and with the formation of this ad hoc committee. At the winter board meeting, the board will review the NEH site visit report and the racial equity audit. In the spring, a workshop with a facilitator will determine strategic priorities and staff will write the strategic framework. In the summer, the staff will write the implementation plan and the ad hoc committee will write the board components of the implementation plan. The new strategic plan will be presented to the full board for review and approval at the fall 2022 board meeting in conjunction with celebrating Humanities Montana's 50<sup>th</sup> anniversary.

### **Questions, data, and information**

Randi presented some essential questions to consider during the planning process related to Humanities Montana's role, resources, impact, and accessibility. She emphasized the board's voice is especially needed with the questions related to Humanities Montana's role.

Randi also presented a list of data and information that staff will provide during the process including a data breakdown of grants, a program matrix, and data on development and giving. She asked if the committee would like additional information.

Eric said a data breakdown on the geographic reach of programs would be useful, as well as financial information regarding financial health and percentage of revenue from NEH funds. Jennifer requested the previous strategic plan and the self-study prepared by staff for the NEH site visit in June 2021.

Throughout the meeting there was a discussion of if Humanities Montana should develop a three-, five-, or seven-year strategic plan. Randi suggested a five-year plan that could be adapted if needed; Lathie Poole recommended a three-year plan considering the changes of recent years. This committee will continue to discuss the timeframe of the new strategic plan.

### **Facilitator**

Randi recommended Ned Cooney, a nonprofit consultant based in Bigfork, to facilitate a board strategic planning workshop and to identify strategic priorities. She explained that she had been working with Ned as an executive consultant to help with strategic initiatives as a new executive director during the pandemic; he has also worked with the staff and board leadership. He has strong knowledge of all aspects of nonprofit management and governance and was recommended through the Montana Nonprofit Association and the State Library. The ad hoc committee members reviewed Ned Cooney's website and a list of his previous clients.

Eric and Jessica Flint requested Randi contact two other consultants for more information on services and pricing to ensure due diligence and NEH procurement procedures. Lathie suggested calling references. Randi will follow-up with two additional consultants and two references before the next committee meeting.

### **Scheduling next meeting**

David requested that the committee meet over the lunch hour or later in the afternoons, closer to 4pm. The next meeting will be held Friday, December 10 at 12pm.

The meeting adjourned at 3:50pm.

## **Humanities Montana**

Strategic planning process committee (ad hoc)

December 10, 2021

Present: David Dietrich (co-chair); Jennifer Corning (co-chair); Jamie Doggett; Jeanette Fregulia; Carla Homstad; Lathie Poole; Eric Sanders. Absent: Jessica Flint. Staff: Randi Tanglen (executive director).

David Dietrich called the Zoom meeting to order at 12:01pm. The committee reviewed the agenda and there were no questions. The committee then reviewed the minutes of the November 17, 2021 meeting and there were no additions or corrections. Jamie moved to approve the minutes and Jeanette seconded. The motion carried.

It was announced that Jennifer Corning was serving with David Dietrich as co-chair of the committee.

David asked Randi for a report on strategic planning consultants. Since the last meeting, Randi had contacted three consultants to work with the Humanities Montana board for strategic planning. Ned Cooney had been working with Randi as an executive consultant since March 2021 and has also met with HM staff and board leadership on occasion. He provided a short proposal included with the meeting materials. His rate is \$4,000 for the equivalent of a 2-day workshop with the board. Erika Willis is based in Billings and also provided a proposal. Her rate is \$7,500 for a 2-day workshop. Keegan Flaherty based in Missoula proposed a rate of \$6,000-\$6,500 for a 2-day workshop. Randi also checked three of Ned Cooney's references and there were no concerns. After a period of discussion, Jeanette moved to select Ned Cooney as the strategic planning consultant, and Carla seconded. The motion passed unanimously. Randi will follow up with Ned Cooney to schedule a meeting with David and Jennifer.

David then asked Randi to provide an overview of the staffing transition in relation to strategic planning. Randi said that due to two recent staff departures and the July 1, 2022 retirement of Kim Anderson, Humanities Montana would have to hire and replace staff before the upcoming strategic plan is completed and approved by the board. That said, she is working with staff to be strategic about hires in considering the long-term needs of the organization. There was a brief discussion on the role of the board and the role of the executive director in hiring staff.

Randi called the board's attention to documents made available to the committee after the last committee meeting; these documents provide background and context for strategic planning. She highlighted June 2021 NEH self-study report. Jennifer Corning said she found that report to be particularly useful in providing an overview of the current work of Humanities Montana; she encouraged committee members to read the first portion of the report.

The next meeting will be held on Friday, January 14 at 11:30am.

The meeting adjourned at 12:48pm.

Humanities Montana  
Strategic Planning Process committee (ad hoc)  
January 15, 2022

Present: David Dietrich (co-chair); Jennifer Corning (co-chair); Jamie Doggett; Jeanette Fregulia; Carla Homstad; Jessica Flint; Lathie Poole; Eric Sanders  
Staff: Randi Tanglen (executive director)  
Consultant: Ned Cooney (Echo Ventures, Inc.)

The Zoom meeting was called to order at 11:38am by David Dietrich. The committee reviewed and approved the minutes of the December 10, 2021 ad hoc committee meeting. David introduced Ned Cooney of Echo Ventures consulting who will facilitate Humanities Montana's strategic planning process.

Ned led a "pre-planning" discussion of the following aspects of Humanities Montana strategic planning process:

- Timeframe for the strategic plan (3 or 5 years);
- Strategic questions to resolve in planning;
- Methodology, timing and deliverables;
- Pre-work for the board and other participants;
- Reviewing prior HM strategic plans and identifying any incomplete goals/tasks to carry forward;
- Options for additional information gathering from external constituents (such as surveys or interviews).

In terms of fundamental questions for the board to resolve in strategic planning, David would like the board to consider "What is the fundamental purpose and product of Humanities Montana?" Carla and David both mentioned simplicity—goals that are clear and simply stated.

Ned is not currently scheduling in-person strategic planning retreats. At the February board meeting, the committee will get feedback from the board regarding when they would like to schedule a series of virtual strategic planning sessions. Options include several one-hour or 90-minute sessions over the course of a few weeks or weekends. Other considerations include time of day and pacing (over a couple of weeks or a month, etc.).

Jeanette and Eric asked Ned about the pros and cons of a three-year plan versus a five-year plan. Ned explained various ways three-year and five-year plans could address internal and external concerns. Several board members favored a three-year plan; Carla mentioned the board might consider if they would like to go through this process again in three years. Regarding timeline, the board will review and approve the strategic plan at the September board meeting, and the new plan could begin either in fiscal year 2023 on November 1, 2022 or on January 1, 2023.

At the February 3-4 board meeting, the committee will seek feedback from the board regarding the format and pacing of virtual strategic planning sessions. All committee members will review the previous 2015-2019 strategic plan before the next ad hoc committee meeting.

The next committee meeting is Friday, February 11 from 11:30am-12:45pm.

The meeting adjourned at 12:30pm.

Humanities Montana  
Grants committee meeting  
January 18, 2022

Present: Lynda Grande (chair); Carol Bradley; Jennifer Corning; Ramey Growing Thunder; Susan Hughes; Francine Spang-Willis. Staff: Randi Tanglen (executive director).

Lynda Grande called the meeting to order at 11:02 am and welcomed the committee. She asked Randi Tanglen for an update from the office. Randi said that Kim Anderson was unable to be on the Zoom call as she recovers from a surgery last week. With Kim's upcoming July 1, 2022 retirement as director of programs and grants, a grants and impact officer and a program officer will be hired in the coming months. Kim will be part of the new team members' onboarding process to ensure continuity and the transfer of knowledge.

The committee reviewed the grant rankings and comments sent by staff the day before. Eight board members read and commented on the 11 regular grant applications and one research fellowship grant application. The committee considered the lowest four ranking proposals. Francine suggested the International Traditional Games Society be encouraged to apply when their proposal can have more specificity. Randi said that staff could encourage Sentinel High School, Billings Public Library, and Traveler's Rest to apply for opportunity grants. **Carol Bradley made a motion to not fund:**

- **The Horse as our Relation: Native American Families and the Return of the Horse, International Traditional Games Society, Great Falls, \$5,500**
- **Sentinel Reads, Sentinel High School, Missoula, \$6,200**
- **Teen Book Boxes, Billings Public Library, Billings, \$2,000**
- **Seasons of the Salish Exhibit Revamp, Traveler's Rest, Lolo, \$3,000**

**Jennifer Corning seconded the motion. The motion passed unanimously.**

The committee discussed the remaining proposals individually. Unreserved will be encouraged to submit a new proposal with a more detailed budget. After a lengthy discussion, **Susan Hughes moved to fund the following six regular grants and research fellowship grant:**

- **James Welch Literary Festival, Aasaisstto Language Society, East Glacier, \$10,000**
- **First Voices, Thresh Inc, NYC, \$2,000**
- **Talk Series: Language Reclamation and Beyond, UM, \$5,000**
- **Story of Butte, Butte Citizens for Preservation and Revitalization, Butte, \$7,500**
- **Blackfeet Ethnoecology Mapping Project, Blackfeet Tribal Historic Preservation Office, Browning, \$6,100**
- **Philosophy Symposia Series, Merlin CCC, Helena, \$3,750**
- **Buckskin and Cloth Dresses, April Martin, Busby, \$4,000 (research fellowship grant)**

**TOTAL: \$38,350**

**Francine Spang-Willis seconded the motion. The motion passed unanimously.** The above recommendation will go the full board as a motion to be voted on at the February 3-4, 2022 board meeting.

During discussion of the grant proposals, the committee requested the opportunity for the grants committee to read follow-up grant reports on a regular basis. The committee also discussed the pros and cons of requiring grant coaching for each application before it is submitted.

The meeting adjourned at 12:35 p.m.

**Minutes**  
**SHARP ad hoc committee**

**10:00 am, Thursday, December 16, 2021**

Committee members present: Carol Bradley, David Dietrich, Jamie Doggett (chair), Lynda Grande, and Carla Homstad and staff members Randi Tanglen, and Kim Anderson. Committee member Jeanette Fregulia was unable attend. The meeting began at 10:00 am.

Kim opened the meeting by sharing the COVID response story on the Humanities Montana website and thanking the committee for their work to date. Randi explained that when it became clear that we would not spend all of the SHARP funds set aside for salaries and strategic planning she received permission from NEH and HM chair and vice chair to convene the SHARP ad hoc committee in order to award two additional general operating support grants before the December 31 deadline. Kim gave some background on the top ranked applications. Carla suggested making awards to the top two in overall score and all other committee members concurred. **Lynda moved to award the Montana Art Gallery Directors Association and Wise Wonders Children's Museum \$10,000 each. Carol Bradley seconded. The motion passed unanimously.**

**Jamie adjourned the meeting at 10:17 am.**

## **January 2022**

### **Regrant Report**

In our last report we gave a thorough rundown on our federal CARES and SHARP grant activities over the last two years. One update since then is that it became clear that we would not spend all of the SHARP funds set aside for salaries and strategic planning, Randi received permission from NEH and HM chair and vice chair to convene the SHARP ad hoc committee in order to award two additional general operating support grants before the December 31 deadline. The committee awarded general operating support grants to the Montana Art Gallery Directors Association, statewide, and Wise Wonders Children's Museum, Billings, for \$10,000 each. That brings the total amount of SHARP grants to \$551,195.00.

Non-SHARP activity in 2021: We awarded 39 grants in 2021, totaling \$114,674.00. This compares with 2020 in which 44 grants were awarded but 11 projects had to be indefinitely postponed or cancelled. The remaining 33 awards totaled \$98,416.90.

The base regrant budget for 2022 has been set at \$130,000. We received 12 applications on the December 20<sup>th</sup> deadline – this is consistent with last year's number but down from years 2018-2020 when applications were between 20 and 32. Staff suspects that two years' of additional general operating support grants support may have lessened the immediate need for project funds. In addition, programming plans in general are still tentative in many communities as organizations try to assess the timeline of the pandemic, travel, and in person programming in general.

Many thanks to all board members who read and commented on the December 20<sup>th</sup> deadline applications and to the grants committee for taking those comments into consideration and crafting a recommendation for action for the full board. The minutes of the grants committee meeting with recommendations on the twelve applications will be included in this meeting's notebook.

While the storm of applications and awards for CARES and SHARP grants has subsided, staff continues to oversee final reporting from our subrecipients and we, in turn, are responsible for our own interim and final reporting to NEH. In addition, we continue to work to tell the story of the good those funds are still doing around the state—through profiles of SHARP award recipients in our newsletter, social media, annual appeals and reports. And staff is committed to staying in touch with the new partners we found through these federal funds—we'll be communicating with all SHARP and CARES grant recipients in the months ahead to remind them about final reporting and to encourage them to take advantage of other HM opportunities.

As an example of the good work our regular 2021 grants supported you'll also find, in this notebook, a final report from the Butte-Silver Bow Archives on a collaborative project between them and the Montana Museum of Art and Culture. Our \$7,500 grant resulted in multiple historical programs and tours.



## 21R008 William Andrews Clark and Art of the Gilded Age

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*Regular Grant*

*Grant #: 21R008*

### ***Butte-Silver Bow Public Archives***

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Kim Kohn  
17 West Quartz  
Butte, MT 59701

bsbarchives@bsb.mt.gov  
O: 406-782-3280  
F: 406-497-6249

### ***Ellen Crain***

---

17 Werst Quartz Street  
Butte, MT 59701

ecrain@bsb.mt.gov  
O: 406-782-3280  
F: 406-497-6249

## FollowUp Form

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### Project Name\*

21R008 William Andrews Clark and Art of the Gilded Age

### Humanities Montana Grant Expenses\*

Please enter the figure found in Column One of your Final Financial Report Form--Expenses from Humanities Montana Grant.

\$7,500.00

### In-Kind Costs\*

Please enter the figure found in Column Two of the Financial Report Form--In-Kind Costs.

\$1,800.00

### Other Cash Expenses\*

Please enter the figure found in Column Three of the Final Financial Report Form--Other Cash Expenses Not from Humanities Montana Grant.

\$5,811.00

## *Financial Report*

---

### Upload Final Financial Report Form\*

Use the Browse button below to upload your completed Final Financial Report Form. You can download a blank form on our regular grant website page by clicking the "Final Financial Report Form" link on the right side of the page.

HM\_final\_financial\_report-2.xls

## *Project Information*

---

### Project Narrative

Please enter or upload a project narrative (no more than three pages). Your narrative should: 1. Describe your project including the dates and locations of grant events. 2. Describe the project goals and to what degree they were met. 3. Describe any ways in which the project differed from the proposal.

## Upload or enter your narrative\*

William Andrews Clark is the quintessential robber Barron of the Gilded Age. He amassed a vast fortune in mining in Montana, he purchased his way into the United States Senate, and he built the most ostentatious home on Fifth Avenue in New York City and filled that house with the trapping of the Gilded age—rare textiles, paintings of noted artists, ceramic arts, carpets, antique furniture, all the luxuries representing his station in New York society, his status in the United States Senate and his love of France. All of this was funded by the metals he mined in Butte, Montana, Arizona, and Nevada.

The Butte-Silver Bow Public Archives, in cooperation with Montana Museum of Art & Culture (MMAC), proposed to bring seven masterpieces of MMAC's William A. Clark Collection into the Archives public space from May through August of 2021. The exhibit of the masterpieces was enhanced with informative texts and humanities programing which enriched the understanding of the Clarks, the art, the guided age, and the Clark family architectural legacy in Butte. The Humanities programing was rich in speakers of merit. We hosted nine (9) speaking events and two Clark architecture tours during the four months of the exhibit. Rather than 6 presentations we had a total of nine presentations all of which were very well attended. The exhibit was held at the Butte-Silver Bow Public Archives auditorium from June 10, through August 23, 2021. The exhibit hosted 600 visitors from Butte, Montana and nearly every state of the union we also had 6 foreign visitors from Finland, Thailand, and Ireland. Raphael Chacon opened the exhibit with "A Question of Taste Senator William A. Clark's Art Collection." This event was held in the Archives auditorium. Mary McCormick conducted a Tour of the Clark Families Architectural Legacy June 24, 2021. This tour started at the Archives parking Lot and took in The Clark Mansion, the Connell home, J. Ross Clark's Home, Judge McHatten's home and the Charles Clark mansion. In July we hosted Liz Brown who spoke at the William A. Clark Jr. Carriage House at 845 West Galena Street, and the Copper King Mansion on Granite Street. The most wonderful venue was the Carriage House of William A. Clark Jr, this was a place which has never been open to the public and even though it was rough around the edges the carriage house was perfect for Liz's presentation on her volume "Twilight Man" -- this carriage house was where W.A. Jr held his bachelor Party a topic covered in the book. July 29, 2021, Keith Edgerton was part of an interview on KBOW PartyLine and then he presented at the Charles Clark Chateau, 321 W. Broadway Street. Keith spoke on his research on W. A. Clark, he also provided the text for the exhibit didactics. August 5, 2021 Mary McCormick provided the second Architectural Tour focusing on the lower West Side houses that Clark had constructed. The Carriage House, the Paul Clark Home t, the town houses Clark constructed and his old carriage house and stables on Excelsior Ave. Bill Deadman rounded out August he held a book club presentation at the Clark Chateau on Broadway street and ended the exhibit with presentation and a reception at the Copper King Mansion on Granite Street. The programming was well attended with between 30 to 80 people in attendance at each event. The two tours of Clarks Architectural Legacy were also well attended with 25 to 40 in attendance. It was decided that due to Covid, that these two tours would stay on the street and not be provided house tours.

The project differed from the proposal with an identified need of the Archives to have the Montana Museum of Art & Culture provide installation services as well as transport. This activity had an additional cost that was added to the budget. Working with the Museum of Art & Culture it was determined that rather than use exhibit cases we would simply hang the pieces on the wall, and purchase additional cameras for security and have MMAC install the exhibit. We were unable to have Dr. Murphy speak on the Gilded Age, however, Keith Edgerton covered that topic very well in his presentation. The Archives and other remembers of the planning committee decided that charging a nominal fee for he presentations may be detrimental to attendance, therefore, we simply offered them for free. People seemed to need to gather and be education this summer. It was a joy to have had these events. With the goal of holding the exhibit and having a minimum of six public presentations we certainly met all those goals and exceeded them in public activities.

## Humanities Scholars\*

Enter the number of humanities scholars involved in your grant project. Scholars are defined as an individual who is recognized as an expert in one or more humanities disciplines. A scholar's expertise may result from an advanced academic degree in the humanities or from serving as the keeper of community traditions and knowledge. Examples of scholars include but are not limited to, a tribal elder, an independent expert on American Literature, and a classics professor at a university.

(You are required to have at least one scholar.)

5

## Photos

If you have photos of your project or event that you would like to share, please paste a link to a file sharing platform (like Dropbox, Google Drive, or Flickr). We may use high resolution photos in our communication materials, website, annual report, and social media.

*[Unanswered]*

## *In-person humanities activities*

---

### Total number of in-person humanities activities

10

### Total number of participants across all in-person humanities activities

950

## *Virtual humanities activities*

---

### Total number of virtual humanities activities

4

### Total number of participants across all virtual humanities activities

For the purpose of this report, count each unique user as one participant. Even if the user does not comment or actively engage, their participation is still to be counted.

If during a live-streamed event, a user comments that more than one individual is viewing from the same screen, include those viewers in the total participant count. If the virtual activity is archived and you are able to measure the number of additional unique downloads or views, you may include those numbers in the total participant count. You must not inflate these numbers with estimates.

## ***New TV programs, films, radio segments, and podcast episodes***

---

### **Total number of new TV programs, films, radio segments, and podcast episodes produced**

1

### **Total number of viewers on owned channels**

Total number of viewers and listeners of new TV programs, films, radio segments, and podcast episodes on owned channels (i.e., council social media pages, website, etc.)

5000

### **Total number of viewers on non-owned channels**

Total number of viewers and listeners of new TV programs, films, radio segments, and podcast episodes on non-owned channels (i.e., media partners' websites, local broadcast channels, etc.)

333

## ***Activities conducted***

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### **Activities conducted\***

Select each type of activity that you conducted for this grant project from the following list.

- Reading and discussion programs
- Exhibitions
- Media program activities
- Local history projects

### **Other (list any other activity types)**

## ***Partners***

**For *all grant recipient-conducted activity*, provide the following totals (Note: count each partner once)**

An organization or group that works collaboratively with you to advance your mission and to expand your reach.

Partners can collaborate in many ways, including but not limited to:

Contributing humanities-based resources or scholarship to advance your work (core partner)

Expanding your reach (dissemination partner)

Providing skills, knowledge, services, and products

For the purpose of this report, a funder can be a partner if the funder also contributes humanities-based resources or scholarship; however, a funder is not a partner if the relationship exists only for funding purposes.

### **Number of museum partners**

3

### **Number of historical society partners**

1

### **Number of library partners**

### **Number of K-12 school partners**

### **Number of institutions of higher education partners**

2

### **Number of other cultural nonprofits/groups partners**

Includes all other cultural nonprofits and cultural entities not designated as nonprofits, such as tribal groups and creative/cultural collectives.

2

### **Number of nonprofits outside of the cultural sector partners**

### **Number of public media partners**

1

### **Number of private business partners**

0

## Number of foundation partners

0

## Number of state and local government partners

1

## *Feedback*

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### Comments to Humanities Montana

Do you have any comments on our online application process, final reporting process, or Humanities Montana staff? We are particularly interested in how we can improve any part of the process.

THANK YOU!

With the financial support of Humanities Montana the Friends of the Archives was able to provide a great summer of humanities programming and activities that other wise would not been as robust. We had wonderful comments and great feedback on the programming and the exhibit. Thank You.

## File Attachment Summary

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### *Applicant File Uploads*

- HM\_final\_financial\_report-2.xls



# Humanities MONTANA

## Final Financial Report Form

Please upload this form with your on-line final report. And please enter the three expense column totals as prompted in your on-line final report.

Program Title: William Andrews Clark and The Art of the Gilded Age

For the Period: 3-May-21

To: August 30,2021

Sponsoring Organization: Butte-Silver Bow Public Archives

Grant Number:

Income:	Prospective	Committed	In-Kind Contributions	Cash Income
Butte-Silver Bow	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ 2,905.50
Friends of the Butte Archives	<input type="checkbox"/>	<input checked="" type="checkbox"/>		\$ 2,905.50
Source 3:	<input type="checkbox"/>	<input type="checkbox"/>		
Source 4:	<input type="checkbox"/>	<input type="checkbox"/>		
Source 5: Humanities Montana Grant	<input checked="" type="checkbox"/>	<input type="checkbox"/>	XXXXXXXXXXXX	\$ 7,500.00
<b>Subtotal Incomes</b> (must equal expense totals below)				\$ 13,311.00

**TOTAL Income from all sources**

**\$ 13,311.00**

**For Humanities Montana use only:**

G/L: 6010 Source:

Function: 660 Project:

Description: Regrant Payment

Amount:

Date:

Approved:

Expenses from Humanities Montana Grant	In-Kind Costs	Other Cash Expenses Not from Humanities Montana Grant
<b>Personnel:</b> Staff: 40 hours X 15.00	1,800	300
Scholars/Speakers:	5,500	
Other: John Calsbeek art installation		1,000
<b>Travel &amp; Per Diem:</b>		
Moving art from Missoula to Butte and back.		1,000
Hotel accomdations and perdiem	297	
<b>Office:</b>		
<b>Promotion/Publication:</b>		
Printing & Duplicating	1,492	1,500
Posters	28	
<b>Facilities &amp; Equipment:</b>		
camera installation & 2 cameras		610
<b>Other Expenses (itemize):</b>		
reception's X 5		784
exhibit prep materials	183	617

<b>Subtotal Expenses</b>	\$ 7,500.00	\$ 1,800.00	\$ 5,811.00
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**Total Cost Share (In-Kind + Other Cash Expenses) \$ 7,611.00**

### Humanities Montana Final Cash Summary

a. Original Grant Award from Humanities Montana	\$ 7,500.00
b. Expenses from Humanities Montana Grant	\$ 7,500.00
c. Amount Received to date from Humanities Montana	\$ 7,500.00
d. Amount Due from Humanities Montana ( line b minus line c)	\$ -

Ellen Crain 9/21/2021  
(signature) (date)

**Certification by signing:** To the best of my knowledge and belief, the above project cost figures are accurate, correct, and comply with applicable federal accounting/allowable cost regulations and other details of the project grant agreement. I also certify the sponsoring organization has accounting records documenting these figures, will retain these records for 5 years and will interpret them to auditors and other authorized examiners.

Humanities Montana  
Program Committee  
January 11, 2022

**Present:** Jeanette Fregulia (committee chair); Caroline Bitz; Glory Blue Earth-Highley; Ashby Kinch; Esther Beth Sullivan; Debbie Garland (former committee chair).

**Absent:** Jessica Flint.

**Staff:** Kim Anderson (director of programs and grants); Randi Tanglen (executive director).

The meeting began at 10:03 am. Jeanette welcomed the committee and introduced the new committee members. Esther Beth Sullivan joined the committee in January, and Glory Blue Earth-Highley and Jessica Flint joined the committee for the September 2021 board meeting. Debbie Garland attended the meeting as former committee chair.

Jeanette explained the purpose of the committee and discussed 2021 programming initiatives. She encouraged committee members to check the Humanities Montana events calendar online for virtual programs they can attend. Committee member feedback is always welcome. Randi mentioned Chris LaTray's virtual program on January 10, which attracted 123 virtual audience members.

Ashby Kinch gave an update on the University of Montana's NEH grant which is focused on the public humanities. He listed several opportunities for Humanities Montana to partner with UM to promote public lecture series and events, including an Indigenous speakers series and a possible presentation from Kevin Young, a poet and director of the National Museum of African American History and Culture.

Randi provided an update on the program officer position. A new office manager will be hired in February/March, and a programs officer and a grants officer will be hired together in March/April. Beth asked how the board can support the process. Randi said the postings will be shared with the board so they can help publicize the positions.

Montana Conversations and Speakers in the Schools remain virtual. So far in FY22, Humanities Montana has sponsored 20 virtual Montana conversations and 5 virtual programs in the schools. Caroline asked for an update on Hometown Humanities in Lewistown. Kim reported that the Lewiston Library has hosted a series of virtual programs including a writing workshop series with Caroline Patterson. Lewistown's full year of free humanities programs will begin when programs can be held in person, and staff will visit Lewistown as soon as in-person programs resume.

Kim gave an overview of the A More Perfect Union (AMPU) initiative, a special grant program through the NEH available to the state councils to tell their state's American story. Humanities Montana's program has two components and will focus on landscape and Indigenous stories. AMPU funding will support this year's Gather Round DIY tool kits. The kits will include U.S. poet laureate Joy Harjo's anthology *Living Nations, Living Words* and will be launched through two outdoor "humanities in the wild" events. There will also be a series of virtual discussions with Mandy Smoker Broadus and a possible culminating event with Mandy and Joy Harjo. The second aspect of this program is a partnership with the Big Sky Film Institute's Native Film Club in high schools and panels with Indigenous filmmakers at their documentary film festival in February.

Kim reported that Jenny Bevill, one of our Montana Conversations speakers, is coordinating the three Democracy Project sites in Whitehall, Billings, and Missoula. Jenny was previously director of education at the Guggenheim Museum and the Missoula Art Museum. The libraries are in different stages of selecting projects. Debbie asked when the Engelhard Foundation funding for the Democracy Project would end. Kim responded that the timeline for two years was delayed because of the pandemic, and that we have enough funding to continue the project again into 2022-2023. There may be a chance that Engelhard would extend funding or that another funder would be interested.

Former Montana poets laureate Mandy Smoker Broadus and Melissa Kwasny received a fellowship from the Academy of American Poets to visit rural museums to present programs on ekphrastic poetry. Humanities Montana will help Mandy and Melissa promote their museum visits, and the committee received a “sneak peek” of a new Humanities Montana webpage that will promote the poet laureate program.

Debbie asked about the NSF Convergence Accelerator program. Kim said that an MIT researcher visited libraries in Havre, Harlem, and Billings late last year. Randi said that Humanities Montana will be able to promote the information literacy resources the NSF group provides, but it appears that Humanities Montana will not be able to accept the federal funds from the NSF grant.

The meeting adjourned at 11:10am.

## **Programs Report January 2022**

### **Montana Conversations/Speakers in the Schools**

In 2021, despite the fact that most in-person programming was shut down for the entire year, Humanities Montana provided 82 Montana Conversations programs and 66 Speakers in the Schools bookings (often involving multiple classrooms). Many of our presenters developed extremely polished, rich, and entertaining virtual humanities presentations and took advantage of the ability to reach people across Montana without having to travel for hours. Many organizations expressed appreciation for the opportunity to present HM programs that they normally wouldn't be able to book because of time and distance. Clearly, virtual programming is not a replacement for in person events, but we've learned a lot over the last two years about how it can increase our access and we think it will remain a valuable option.

So far in 2022 we have booked 19 Montana Conversations programs (an increase over last year at this point), 7 Speakers in the Schools programs, 4 Hometown Humanities programs, and 5 self-produced virtual programs. Many of the virtual programs we provide now are hybrid, usually our presenter on a large screen at an in person venue. Many organizations are booking spring programs hoping they can be in person.

### **Democracy Project**

The Democracy Project has been running since October, in person, at our three library sites—Missoula, Billings, and Whitehall—with a committed core group of teens at each location. In early December we hired MC presenter Jenny Bevill to coordinate the program. Jenny brings a wealth of experience working with youth both in Montana and New York, and a real passion for the program. She is working with the librarians at each site to help the youth identify an issue in their community they would like to address, research the history, current factors, and possible change levers, and then come up with a concrete project to effect change. The groups will showcase their processes and projects in late spring. Jenny will also use these first groups to develop a flexible framing curriculum for use going forward.

### **Hometown Humanities**

Our friends in Lewistown are eager to begin in person programming and we're hoping we can accommodate them with a visit soon, perhaps as early as March. In the meantime, we've had some great collaborations with the public library, providing a series of virtual writing workshops and a presentation with the new Montana poet laureate. We've also been using this "pause" time to work with a contractor, Megan Sundy, who has a graduate degree in program evaluation. Megan has been working with HM staff to develop a logic model and evaluation plan for Hometown Humanities. Our hope is that when we begin live programming we will also be able to engage community members in some focus groups and surveys, to establish a base line of cultural infrastructure and knowledge about Humanities Montana. We will then be able to track changes in attitude and knowledge over the course of the year.

### **Gather Round**

We are gearing up to produce our third edition of Gather Round. The program this year has funding from the NEH A More Perfect Union grant and will feature, in addition to the DIY humanities toolkit available for free to all Montanans, some special in-person and virtual events. Sam Dwyer has agreed to stay on as the designer of the kit and she is working with Kim and graphic designer Joanna Yardley on other aspects of the events as well. The foundational text for this year's toolkit is *Living Nations, Living Words*, a poetry anthology issued by the Library of Congress and edited by U.S. Poet Laureate Joy Harjo. The anthology features a sampling of

work by 47 Native Nations poets, which is expanded by an interactive ArcGIS Story Map and a newly developed Library of Congress audio collection. In late spring we will promote the toolkits with several virtual discussion programs lead by anthology contributor (and past HM board member) Mandy Smoker Broaddus. Later in the spring, we will partner with [The Freeflow Institute](#) to offer two outdoor humanities experiences led by Native American writers and cultural leaders. Each outdoor workshop will be open to between 15-20 participants who will receive a toolkit.

### **Native Film Institute Film Club and Big Sky Documentary Film Festival Native Film Track**

A second prong of our A More Perfect Union grant involves expanding the reach of indigenous stories through a partnership with the Big Sky Film Institute. Throughout the fall we sponsored their Native Film Institute Film Club (NFIFC), which makes Native American documentary films available free in classrooms throughout Montana with follow up virtual discussions with the filmmakers and staff from the Montana Office of Public Instruction. In February, we will be a major sponsor of the Indigenous Stories track at the film festival and will underwrite two panel discussions featuring Native American filmmakers. We'll send links and promotional material once the schedule is set.

### **Informed Citizen**

The final piece of our second Informed Citizen grant from the Federation of State Humanities Councils will be support for Year Two of the University of Montana's High School Journalism Camp which will take place in July. We look forward to hosting at least one public presentation for the teens and general public during the camp, which will be expanded this year to include an additional day.

### **Center for the Book**

In 2021 we funded seven Big Sky Reads reading and discussion groups and, three months into 2022 we have awarded three, including a new recipient, Stillwater County Library in Columbus. While we postponed the Montana Center for the Book Prizes in 2021, we hope to announce that nominations are open for the 2022 Prizes in the months ahead.

As many of you know early this fall our new Poet Laureate, Mark Gibbons, was announced. Mark is enthusiastic about partnering with us to do public programming in schools and community centers across the state. He is also partnering with us to create a video series of interviews with Montana poets that will be available through community access television in some communities, and streaming everywhere. We're designing some web pages on our site to feature Mark and the program.

In addition to those pages, we are working with immediate past poets laureate Melissa Kwasny and M.L. Smoker in their Academy of American Poetry Fellowship—we received \$8,500 to support their project which involves ekphrastic poetry workshops in seven Montana museums. We will feature the artworks and poetic responses on our website.

### **NSF Convergence Accelerator Track F: Adapting and Scaling Existing Educational Programs to Combat Inauthenticity and Instill Trust in Information**

Last fall we agreed to serve as a public humanities partner to a coalition of academics from Stanford, UC-Berkeley, MIT, University of Washington, and other institutions writing a major three-phase grant application to the National Science Foundation. Phase one of that grant was

funded and our role was to help the researchers find rural and indigenous community sites that would allow them to study how people use media in their daily lives.

Researcher Francesca Tripodi spent a week in Montana this past December, visiting Billings, Lame Deer, and Havre. While our involvement with the project was fairly minimal, we are proud to be involved with a national study of this caliber and we believe it might result in tools for our constituents.

## Trusteeship Committee

### Meeting Minutes

01/10/2022

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

**Attending:** Laura Mitchell Ross (chair), April Charlo, David Dietrich, and Debbie Garland. Randi Tanglen and Sara Stout represented staff. Absent: Lathie Poole. The Zoom meeting began at 12:06 p.m. and concluded at 1:26 p.m.

#### 1. Review minutes

No corrections to August 2021 meeting minutes. Meeting minutes unanimously accepted.

#### 2. Welcome new members: David Dietrich, Debbie Garland, Lathie Poole

Laura Mitchell Ross welcomed new committee members David Dietrich, Debbie Garland, Lathie Poole.

#### 3. Committee on Philanthropy

Laura updated new committee members with the history of the Committee on Philanthropy, a recommendation which came from the Huddleston Report commissioned by the board of directors in 2017 and released in 2018. In the advancement plan outlined by Huddleston, it is suggested Humanities Montana establish a committee comprised of supporters who can help advance the mission while working to sustain a positive culture of philanthropy.

Plans for the formation of the committee slowed during the pandemic. Prior to the pandemic the Trusteeship Committee had conversations regarding the logistics of a new committee including travel and budgets. The concerns about implementation discussed previous to the pandemic may no longer be issues due to a more virtual-friendlier world.

Randi confirmed the Humanities Montana Board of Directors voted to establish the Committee on Philanthropy in June 2020. The committee will be comprised of non-voting members, include a position for the Humanities Montana Board of Directors vice chair, and be provided oversight by the Trusteeship committee. Laura informed the committee members she believes it is time to decide if HM will pursue the committee or move on.

Randi and Sara shared they feel it is necessary to move forward with the Committee on Philanthropy as a way to encourage the culture of philanthropy, assist with reaching giving goals, as well as an opportunity to elevate the organization's profile. Sara expressed the importance of taking the time to build a plan before launching the committee. Randi shared the Committee on Philanthropy can be included in the strategic planning process taking place in 2022 and has the potential to launch in 2023.

Laura suggested the Committee on Philanthropy be re-branded to help better explain the roles of future members based on the broad goals of the committee.

David Dietrich asked for clarification on the constituency the Committee on Philanthropy would reach. Sara explained Humanities Montana has a robust list of mid-level donors with minimum movement to major donors. Sara believes members of the Committee on Philanthropy would be ideal to help steward the existing donor base while encouraging new supporters to participate with the mission of the organization. David suggested consideration for other organizations with aligned interests but without foundations.

The committee asked Sara to draft a plan of action for the Committee on Philanthropy and present it to the Trusteeship Committee ahead of the spring board meeting.

#### **4. Board giving**

Sara shared annual board of directors giving resulted in 85% participation. Laura opened the discussion for the importance of board giving as a way to show potential funders Humanities Montana has 100% support from its board of directors. She also shared past concerns the organization has faced with potential funding cuts to the NEH.

David expressed concerns for requiring board members to donate which could lead to excluding future members who bring other valuable attributes to the organization. David also shared giving can be a reflection on confidence in board and staff leadership and newer members may not have had the opportunity to experience the organization's leadership due to virtual meetings.

April shared a recent experience with another board application which required a set giving amount by board members. The organization offers ways to assist members in reaching philanthropic goals. She also asked if mentors could have a future role in conversations about board giving. Debbie agreed with April's idea to include board mentors in the conversation as a way to learn more about how the organization resonates with the board members.

Randi expressed board giving also assists the organization with creating a sustainable culture of philanthropy. Board members are asked to give gifts that are meaningful to them. Randi also shared board giving is a conversation best suited to board members and while Sara and Randi enjoy connecting with individual board members about their gifts, it is more effective if the message starts with the board. She also shared the board has not assigned mentors due to not having in-person meetings.

The committee members discussed the role of the board participation and planning document. The document was not updated and distributed to new board members. The committee requested the document be updated and reviewed at the February board meeting.

#### **5. 50<sup>th</sup> Anniversary- Planned giving**

Randi shared plans for Humanities Montana's 50<sup>th</sup> anniversary in 2022. The organization is focusing on communications and branding efforts by including letters from special individuals in the organization's history in the monthly newsletter for the year, logo, and a planned giving campaign. She shared past results from in-person events for the 40<sup>th</sup> and 45<sup>th</sup> did not yield a significant return on investment.

Sara and Randi have been working with the Montana Community Foundation to launch a planned giving campaign. They recently met with Dr. Marsha Goetting, Professor and Extension Family Economics Specialist. Marsha has offered to host a virtual session on estate planning in spring 2022 as a way to introduce future planned giving conversations.

Laura asked the committee to consider other ways to reach advisors who present charitable options such as estate planning attorneys, accountants, and stock brokers.

David raised the idea of partnering with current speakers to host a continuing law education course as another way to reach an audience more involved with planned giving. He also suggested a connection with the state bar to send out a targeted mailing as well as a sponsorship opportunity for Law Day on May 1. Debbie suggested connecting with financial planning consultants.



## **6. Development update**

Sara shared giving trends for the year end giving campaign as well as calendar year giving. The year end campaign resulted in a 33% increase as well as 21% increase in individual donors over the 2021 campaign. Calendar year giving resulted in a decrease of lapsed donors by 40%. Sara shared a significant group of the returning donors came from donors who stopped giving 5-7 years ago. The organization also saw a 38% growth in total annual donors, returning to pre-pandemic numbers.

Sara provided an update on grant applications. Humanities Montana has applied for a grant from MDU for the 2nd year, is currently applying to Albertsons with a store manager sponsoring the request, and completed a request to JCCS with letters of recommendation from Laura Mitchell Ross, Debbie Garland, Jeanette Fregulia, Eric Sanders, Carla Homstad, and long-time speaker, Lowell Yeager. JCCS did not choose Humanities Montana but picked more locally-focused organizations in the Missoula area.

Randi and Sara have continued to steward the relationship with AMB West Philanthropies Senior Program Director, Tawnya Rupe Mraz. Randi and Sara met with Tawnya in late November in Missoula to discuss funding opportunities for 2022. Tawnya expressed interest in a potential future alignment with the Democracy Project as civic engagement will eventually become a priority area but not in 2022. Randi and Sara met with Tawnya again in early January 2022 to discuss applying for funding for Speakers in the Schools. Tawnya shared areas of growth important to the foundation as well as ways to achieve them through new partnerships. Based on internal work necessary to have a successful application as well as limited capacity to complete the application requirements by February, Randi and Sara will not pursue funding in 2022 but will continue to focus on relationship building with Tawnya and the partnerships she suggested.

Debbie suggested Humanities Montana consider a themed campaign for the 50<sup>th</sup> based on a successful campaign from Colgate for their 130<sup>th</sup>. Debbie shared this strategy may be a way to reach people who might not otherwise contribute.

Randi shared Humanities Montana did not receive the expected annual gift from a major donor for \$25,000 for rural Montana Conversations. Sara and Randi met with the donor in person in July 2021 and at the time he was unaware the organization was continuing to offer programs during the pandemic. The donors confirmed he would continue to provide support for rural Montana Conversations. Sara has since had several phone calls with the donor who has reaffirmed his intent to provide support. Sara has also connected with the previous board member who assisted with facilitating the initial request. It does not appear to be lack of interest by the donor.

## **7. Other business**

Randi provided an update about her work on standardizing current board member term limits. It has come to her attention some term limits are incorrect due to change in leadership and open board seats. It is unclear if Eric Sanders and Jamie Doggett began new terms in 2020 or filled vacant seats. If they started new terms in 2020, they will be eligible to renew for second terms which would start in 2023. Randi will continue to uncover more information.

Laura Mitchell Ross (chair) adjourned the meeting at 1:26 p.m.

\*The Trusteeship 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 Committee shall provide oversight of Humanities Montana's development activities. It shall also guide fundraising endeavors by the board of directors, including setting giving goals, training directors on fundraising best practices, and encouraging outreach to potential donors to Humanities Montana.

# BOARD OF TRUSTEES PARTICIPATION PLANNING

## 2022

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

This document is an annual planning resource for trustees. The goal is to help HM and trustees plan for 2022 involvement in a way that takes advantage of each trustee's skill set and accommodates individual schedules as trustees work to further the mission of Humanities Montana.

In addition to having a strong commitment to the organization's mission and making a personally significant charitable contribution, trustees of Humanities Montana are expected to:

1. Participate in setting policy and ensuring fiscal stability and accountability by attending at least two of the organization's three annual board meetings.
2. Assist Humanities Montana in establishing and nurturing donor relationships.
3. Proactively represent Humanities Montana in the community.

### **I. BOARD MEETING PARTICIPATION (Trustees are expected to attend at least 2/3 of scheduled meetings.)**

The Humanities Montana board meets three times a year. There is an expectation that trustees will engage in committee work between board meetings. The board typically meets once in the winter, spring, and fall with 2022 dates to be announced.

### **II. FUNDRAISING/AMBASSADORIAL**

Humanities Montana is working to cultivate a broad, sustainable base of financial support for the organization. We hope to achieve 100% board giving with an annual charitable contribution reflective of each board member's personal level of philanthropic giving and assistance with nurturing donor relationships.

### **III. PROGRAM REPRESENTATION**

Trustees are asked to represent Humanities Montana at two events sponsored or presented by Humanities Montana. Events are posted on the [Humanities Montana calendar](#). Trustee participation in HM events is critical to our goal of gaining enhanced recognition for HM and for ensuring our investments in community programs are used effectively. In 2022 I agree to (please choose at least two):

- \_\_\_ Attend an in-person or virtual Humanities Montana hosted program or event (events calendar available on Humanities Montana website)
- \_\_\_ Host a Gather Round event
- \_\_\_ Represent Humanities Montana at a grant-funded event.
- \_\_\_ Share information about Humanities Montana programs with cultural institutions in my area.
- \_\_\_ Promote a Humanities Montana initiative with my network (Example: share a social media post about an upcoming event)

#### IV. LEADERSHIP OPPORTUNITIES

##### **A. GOVERNMENT OUTREACH**

HM trustees are encouraged to participate in government engagement on behalf of the organization. This outreach could include written or in-person communication with national, state, and tribal leaders.

##### **B. NATIONAL OUTREACH:**

In addition, HM trustees are encouraged to attend two nationally oriented events in support of Humanities Montana and state humanities councils. If you have interest in attending either of these events, please indicate that below.

##### \_\_\_ **Humanities on the Hill\***

March 8-10, 2022, virtual  
(Advocacy visits to members of Congress)

##### \_\_\_ **National Humanities Conference\***

November 10-13, 2022 in Los Angeles, California  
(National gathering of state humanities councils' board and staff members)

*\*Please note that generally trustees donate their own travel expenses to attend these events. The NEH generally provides a scholarship (one per state humanities council) to encourage new trustees to attend this event. If you are interested in the scholarship, please contact the Executive Director for additional information.*

**Thank you for all you do in support of Humanities Montana mission!**

**Name (please print):** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Signature:**

\_\_\_\_\_

## Development Director Summary

The *Chronicle of Philanthropy* describes the current fundraising climate as “cloudy” and filled with unknowns. Fundraisers want to resume plans to meet donors in person, for example, but it’s a challenge to plan far ahead as the pandemic continues. Some nonprofits had a strong end to 2021, but the outlook for 2022 is uncertain.

But there’s also a sense of optimism. “Your nearest and dearest donors will still show up for your virtual event, will make a gift, will be responsive, and will want to understand how everything is going...I do see hope.” – Emily Haynes and Eden Stiffman, January 12, 2022

## Donor Trends for Humanities Montana

1. HM increased total number of donors by 38% from Calendar Year 20 to 21.
2. Lapsed donors have decreased by 40%
3. Recaptured donors have doubled YTD.

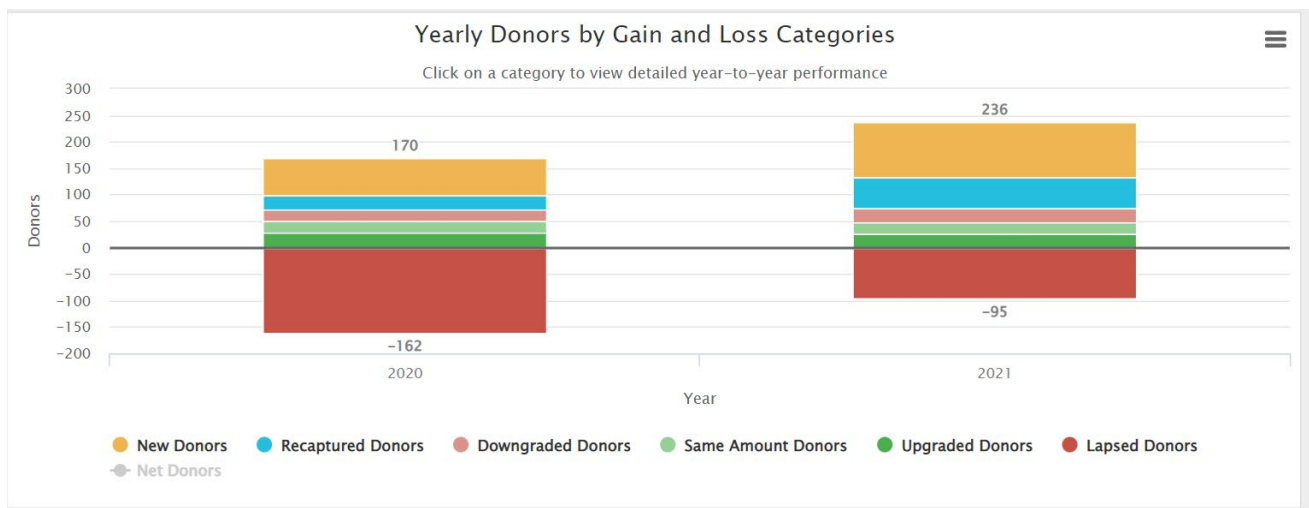


Figure 1

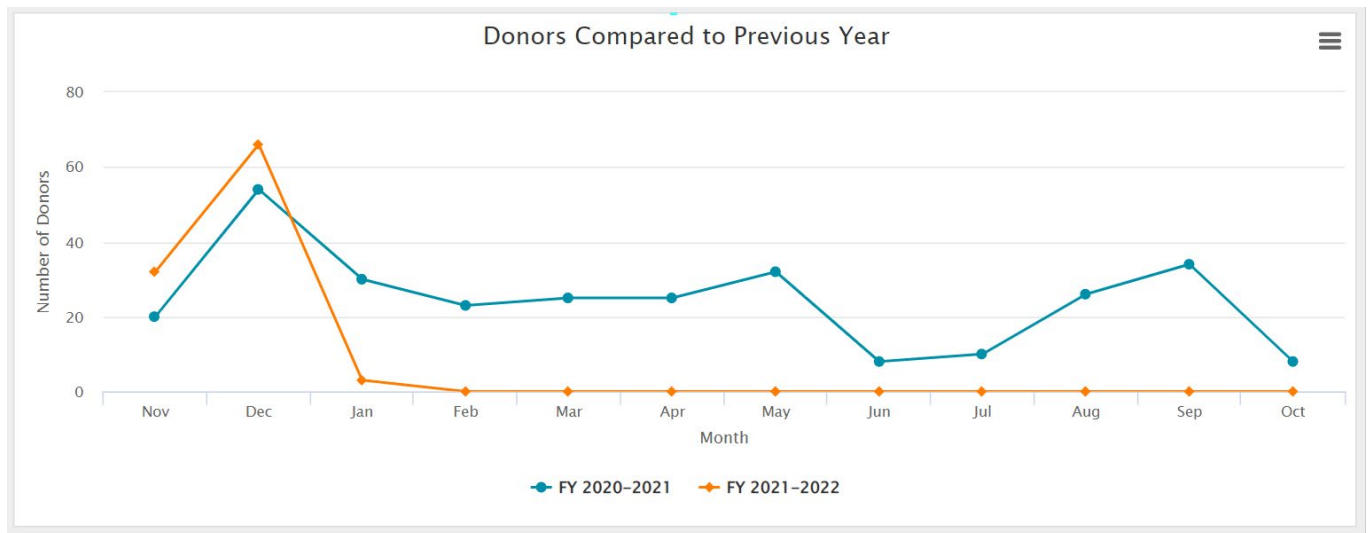


Figure 2

## Engagement Activities

### Governor's Humanities Awards

September 30<sup>th</sup>, 2021 at 6 p.m. Re-watch [here](#).

35% increase in sponsorships from 2019: \$9,579.97

Individual donations: \$8,144.31

Total giving: \$17,724.28

103 virtual attendees

500+ views post-event

### Advertisement Strategy:

- Virtual invitation sent to 4,270 people
- Mailed invitations to 237 addresses
- Press release picked up by 5 communities in Montana and Wyoming
- Digital advertisements purchased in *Billings Gazette* and *Helena Independent Record*
- Extensive social media campaign on Facebook and Instagram

### Year End Appeal

- Doubled mailing from previous year to 835 recipients
- 3 emails to 4213 addresses with a 32% open rate
- Increased total year end giving by 33% over YTD and 21% increase in number of donors
- Randi, Kim, and Sara called major donors, major lapsed donors, and board members in December
- Past board chair, Jerry Fetz hosted Facebook fundraiser for HM and raised \$500 in less than 24 hours

### Grant Applications:

Completed grant applications for: MDU, JCCS, and Albertsons. Thank you to Laura, Debbie, Jeanette, Eric, Carla, and Lowell Yeager writing nominations to JCCS.

AMB West Philanthropies: Randi and Sara are continuing to steward the relationship with Program Director, Tawnya Rupe Mraz. They met with Tawnya in late November in Missoula to discuss funding opportunities for 2022. Tawnya expressed interest in a potential future alignment with the Democracy Project as civic engagement will eventually become a priority area but not in 2022. Randi and Sara met with Tawnya again in early January 2022 to discuss applying for funding for Speakers in the Schools. Tawnya shared areas of growth important to the foundation as well as ways to achieve them through new partnerships. Based on internal work necessary to have a successful application as well as limited capacity to complete the application requirements by February, Randi and Sara will not pursue funding in 2022 but will continue to focus on relationship building with Tawnya and the partnerships she suggested.

### Major Gift Loss

Humanities Montana did not receive the expected annual gift from a major donor for \$25,000 for rural Montana Conversations. Sara and Randi met with the donor in person in July 2021 and at the time he was unaware the organization was continuing to offer programs during the pandemic. The donors confirmed he would continue to provide support for rural Montana Conversations. Sara has since had several phone calls with the donor who has reaffirmed his intent to provide support. Sara has also connected with the previous board member who assisted with facilitating the initial request. It does not appear to be lack of interest by the donor.

### National Humanities Conference

Sara and HM's Office and Communications Coordinator co-authored a proposal for the 2021 National Humanities Conference and were selected to present at the virtual conference. In November, Sara and Ryan McCarty presented on the topic of grantee stories highlighting council impact with councils from Virginia, Illinois, Rhode Island, and North Carolina to more than 120 attendees.

### **Upcoming Work**

#### Humanities Montana 50<sup>th</sup> Anniversary

Sara and Randi have been working with the Montana Community Foundation to launch a planned giving campaign and in partnership with Dr. Marsha Goetting, Professor and Extension Family Economics Specialist. Marsha has offered to host a virtual session on estate planning in spring 2022 as a way to introduce future planned giving conversations.

HM has professionalized planned giving collateral over the last 6 months with an updated bequest form and planned giving informational infographic.

#### Annual Report

Sara will be working with Valerie Manne to produce the 2021 annual report in spring 2022.

Humanities Montana  
Finance and audit committee  
January 21, 2022

Present: Eric Sanders (chair); Jamie Doggett; Carla Homstad  
Staff: Randi Tanglen (executive director); Jodi Todd (accountant)

The Zoom meeting was called to order at 2:04pm. Eric welcomed new committee members Jamie Doggett and Carla Homstad. The committee reviewed the meeting agenda and the minutes of the 10/20/21 and 10/28/21 meetings. The minutes were approved by acclimation.

Eric provided an overview of the role of the finance and audit committee. The committee “tells the story” of Humanities Montana through the numbers by reviewing financial reports, selecting and overseeing the financial auditors, reviewing and presenting the annual operating budget to the full board, and making recommendations regarding fiscal practices, policies, and long-range financial objectives.

The committee considered special projects for 2022. Eric raised the possibility of non-trustee committee members who could bring specialized subject matter knowledge to the committee. Jamie suggested researching what other state councils do. The committee will continue to discuss this possibility and perhaps bring it to the executive committee with more information. Humanities Montana by-laws, Montana nonprofit law, and perhaps legal counsel would need to be consulted. In the meantime, the committee will push to recruit new committee members at the next board meeting.

Eric also proposed board finance training. Eric would be willing to do this or we could ask JCCS to provide the training. Jamie suggested asking someone from the NEH to give a Zoom presentation on NEH financial guidelines and compliance.

In 2021, Randi asked the committee for feedback on cyber security insurance policies. As an issue of risk and protecting the organization’s assets, cyber security is within the purview of the finance and audit committee. In the next year, staff will look at the individual components of IT support and security provided by the University of Montana, Foundant, Salsa, etc., to determine our cyber risk and the protections offered by each vendor. Eric recommended requesting the “System and Organization Control,” or SOC Report, for each vendor. This internal review will help the committee provide a recommendation for an appropriate insurance policy.

The committee reviewed the year-end financial reports from October 31, 2021. Randi explained that the surplus in the far-right projections column on the budget to actual is inflated, as some of those funds are committed to initiatives such as our Democracy Project and SHARP administration in FY22. That said, we do have a substantive carry-over from the past two years of the NEH operating grant. Jodi explained the reporting of grants receivable on the balance sheet. The committee also reviewed the November 30, 2021 year to date reports and had no questions. The October 2021 and November 2021 year to date reports will be included in the February board meeting notebook.

Randi explained that we are behind \$58,995 in our NEH cost share. We knew we were somewhat behind last year due to the pandemic and not collecting cost share from board travel, speaker travel donations, and speaker co-pays but thought we could make it up in FY21. Now that the pandemic has continued, we are still behind. Randi spoke with our grants administrator at NEH on January 10, and we have until January 31, 2025 to make the cost share match. Being behind on cost share will not prevent us from drawing down committed funds or applying for next year’s operating grant. Eric will remind board members at the upcoming February board meeting to submit their cost share forms; Randi said there is board cost share revenue that goes unreported. Jodi has implemented internal measures to better track cost share on a quarterly basis.

Related to this, we currently have a \$222,338 “carry-over” surplus from the FY20 and FY21 NEH operating grants. We have until 2024 to spend the funds, but those funds also need to be matched. Right now staff recommends gradually putting the funds into the re-grants budget or even developing a special

one-time granting program with cost share requirements. A decision does not need to be made at this point. Randi and Jodi will continue to monitor the surplus as FY22 progresses.

Jodi reported that all documents have been submitted to JCCS for the FY21 financial audit.

Throughout the year, the committee will be updated on staff capacity and the best ways for the organization to use Jodi's high-level accounting skills and expertise. One possibility might be to shift some bookkeeping responsibilities to the new office manager and outsource the preparation of certain items such as payroll.

The committee will meet again on Thursday, March 17 at 2pm.

The meeting adjourned at 3:19pm.



Humanities MONTANA				FY21 Actual	Budget Remaining	Percentage of Budget Spent	Projections September 10, 2021
		2020 Actual	2021 Budget	10/31/2021	10/31/2021	10/31/2021	9/10/2021
<b>Revenue</b>							
	NEH State Operating Grant	560,158	694,100	512,663	181,437		717,500
	Carry over from FY 19 & FY 20 in to FY 21	140,042	80,000	140,042	(60,042)		140,042
	Cultural Trust	5,000	5,000	5,000	-		4,500
	CARES Act Stimulus/American Rescue Plan	419,080		573,257			626,658
	Engelhard Foundation Carry Over		90,228	41,731	48,497		190,228
	Informed Citizen Grant Carry Over		14,947	3,401	11,546		14,888
	Other Grant Support	42,019		4,725	(4,725)		2,725
	SBA Payroll Protection Program Loan (deemed a grant)	63,000			-		
	Why it Matters	44,500			-		
	Why It Matters FY 21 carryover			42,742			42,742
<b>Other Revenue</b>							
	Board meeting expense donation		15,000		15,000		0
	Wells Fargo Foundation		8,000		8,000		0
	Montana Conversations Copay	4,125	3,000	2,925	75		2,000
	Montana Conversations Expense Donations	787	3,000	301	2,699		1,000
	Academy of American Poets			8,500			8,500
	Unrestricted Donations	27,082	42,500	32,596	9,904		25,000
	Restricted Donations	25,200	45,000	10,330	34,670		35,000
	Interest & Misc. Earnings	8,752	4,000	22,602	(18,602)		14,051
	<b>Total Revenue</b>	<b>1,339,745</b>	<b>1,004,775</b>	<b>1,400,815</b>	<b>228,459</b>		<b>1,824,834</b>
<b>Expenses</b>							
	Salary, Benefits and Payroll Taxes	424,364	458,754	404,618	54,136	88%	458,754
	General and Administration	74,661	103,284	75,706	27,578	73%	103,284
	Racial Equity Audit/Strategic Planning		10,000		10,000	0%	
	Board Expense	8,858	30,000	1,172	28,828	4%	1,000
	Outreach	43	2,500	840	1,660	34%	1,500
	Fundraising	17,774	20,000	12,414	7,586	62%	10,000
	Lobbying/Humanities on the Hill	4,136	6,000	224	5,776	4%	250
	Governor's Humanities Awards		20,000	12,916	7,084	65%	13,000
	Regrants	94,381	100,000	115,800	(15,800)	116%	115,000
	Montana Conversations	32,012	45,000	35,036	9,964	78%	30,000
	Speakers in the Schools	35,360	55,000	44,877	10,123	82%	45,000
	Hometown Humanities	61	15,000	996	14,004	7%	5,000
	Journalism/Informed Citizen	14,500	14,947	3,401	11,546	23%	59
	Center for the Book (LAL, NatBkFest)	15,806		11			0
	Montana Center for the Book Prize		5,000		5,000	0%	0
	Gather Round		10,000	989	9,011	10%	1,500
	Big Sky Reads		5,000	2,000	3,000	40%	2,500
	National Book Festival						
	CARES Act Stimulus/American Rescue Plan	419,080		-			
	SHARP Administration			34,117			134
	SHARP Programs			7,945			12,925
	SHARP Regrants			531,195			530,202
	AMPU			17,501			
	Tribal Partnership	9					
	Succession Planning	7,318					
	Democracy Project	2,418	90,228	41,731	48,497	46%	126,819
	Why It Matters		-	42,742	(42,742)		42,742
	State of Montana Award # 113130			2,000			
	<b>Total Expenses</b>	<b>1,150,781</b>	<b>990,713</b>	<b>1,388,231</b>	<b>195,251</b>		<b>1,499,669</b>
	<b>Net</b>	<b>188,964</b>	<b>14,062</b>	<b>12,584</b>	<b>33,208</b>		<b>325,165</b>

# Humanities Montana

## Profit & Loss

November 2020 through October 2021

	Nov '20 - Oct 21
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
4603 · Unrealized Gain/Loss	16,495.89
4015 · Co-Pay Income	2,925.00
4600 · Interest and Dividends-Non Fed	2,270.66
4602 · Realized Gain/Loss	2,379.34
4700 · Misc Income	
4710 · Endowment Distributions	740.43
4740 · Royalties	650.81
4700 · Misc Income - Other	63.94
<b>Total 4700 · Misc Income</b>	<b>1,455.18</b>
4701 · Federal Grant Income	1,225,962.21
4703 · Misc Grant Funding	18,225.00
4730 · Donations-Unrestricted	
4731 · Expense Reimb Donations-Speaker	301.18
4730 · Donations-Unrestricted - Other	32,596.23
<b>Total 4730 · Donations-Unrestricted</b>	<b>32,897.41</b>
4735 · Donations-Restricted	
4734 · GHA Tickets and Sponsorships	9,029.97
4735 · Donations-Restricted - Other	1,300.00
<b>Total 4735 · Donations-Restricted</b>	<b>10,329.97</b>
<b>Total Income</b>	<b>1,312,940.66</b>
<b>Gross Profit</b>	<b>1,312,940.66</b>
<b>Expense</b>	
50000 · Salary and Benefits	
5010 · Payroll Expenses	346,364.53
5020 · Payroll Taxes	28,463.06
5021 · Work Comp Premiums	2,735.50
5022 · Health Insurance Premiums	62,253.27
5025 · Retirement Plan Expense	29,565.45
<b>Total 50000 · Salary and Benefits</b>	<b>469,381.81</b>
60000 · General and Administrative Exp	
5097 · Interest Expense	-0.18
5208 · Facility/Room Rental	500.00
5055 · Employee Insurance Admin Fees	487.50
5027 · Parking	50.00
5033 · Travel-Other	
5031 · Travel-Staff	1,932.63
5033 · Travel-Other - Other	13,908.66
<b>Total 5033 · Travel-Other</b>	<b>15,841.29</b>
5034 · Meals/Food	966.36
5225 · Website Expense	9,651.00
5219 · Marketing	77.80
5112 · Copies/Printing Expense	5,288.58
5217 · Endowment Expense	1,181.72
5190 · Federation Dues	13,796.00
5218 · Advertising	15,005.57
5090 · Books and Materials	6,003.91
5180 · Dues and Subscriptions	5,242.55
5170 · Insurance	1,655.00
5151 · Professional Development	4,789.46
5152 · Professional Meetings Staff	66.67
5150 · Professional Services	
5220 · Audit Expense	12,430.00
5150 · Professional Services - Other	25,295.00

# Humanities Montana

## Profit & Loss

November 2020 through October 2021

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	Nov '20 - Oct 21
Total 5150 · Professional Services	37,725.00
5144 · Database Expense	3,280.72
5143 · Network Expense	4,862.97
5026 · Campus Parking Decal	3,200.00
5096 · Bank and Credit Card Fees	1,362.22
5080 · Postage	5,353.18
5070 · Telephone	179.00
5060 · Supplies	7,076.26
5050 · Rent and Administration	7,513.05
5015 · Work Study	2,247.88
Total 60000 · General and Administrative Exp	153,403.51
5155 · Award Expense	36,500.00
5160 · Honoraria Expense	
5161 · Stipend	500.00
5160 · Honoraria Expense - Other	81,250.00
Total 5160 · Honoraria Expense	81,750.00
5209 · Professional Meetings Board	313.33
6010 · Re grants Awarded	646,882.14
Total Expense	1,388,230.79
Net Ordinary Income	-75,290.13
Net Income	<b>-75,290.13</b>

# Humanities Montana

## Balance Sheet

As of October 31, 2021

	Oct 31, 21
<b>ASSETS</b>	
<b>Current Assets</b>	
Checking/Savings	
1020 · Checking-FIB	58,419.84
1021 · FIB Savings	109,161.61
Total Checking/Savings	167,581.45
<b>Other Current Assets</b>	
1310 · Grants Receivable	227,236.56
1505 · Prepaid Insurance	5,085.42
1510 · Prepaid Expenses	
1514 · Prepaid Honoraria	700.00
1510 · Prepaid Expenses - Other	2,467.99
Total 1510 · Prepaid Expenses	3,167.99
1650 · Endowment Funds-MCF	101,649.89
Total Other Current Assets	337,139.86
Total Current Assets	504,721.31
<b>Fixed Assets</b>	
1625 · Website	27,905.00
1600 · Furniture and Equipment	7,863.88
1610 · Accumulated Depreciation	-5,168.88
Total Fixed Assets	30,600.00
<b>TOTAL ASSETS</b>	<b>535,321.31</b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
Accounts Payable	
2100 · Accounts Payable	96,674.91
Total Accounts Payable	96,674.91
<b>Credit Cards</b>	
2350 · MC - Ryan McCarty - 1255	731.85
2345 · MC - Randi Tanglen - 0631	110.75
2330 · MC - Sara Stout - 3488	233.95
2325 · MC - Sam Dwyer - 3384	2,136.04
2320 · MC-Kim Anderson-4473	115.00
Total Credit Cards	3,327.59
<b>Other Current Liabilities</b>	
2120 · Payroll Liabilities	1,890.22
2155 · Vacation/Sick Payable	28,665.61
Total Other Current Liabilities	30,555.83
Total Current Liabilities	130,558.33
Total Liabilities	130,558.33
<b>Equity</b>	
3010 · Unrestricted Net Assets	413,230.37
3020 · Perm. Restricted Net Assets	48,940.00
3040 · Temp. Restricted Net Assets	17,882.74
Net Income	-75,290.13
Total Equity	404,762.98
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>535,321.31</b>

Humanities MONTANA				FY22 Actual	Budget Remaining	Percentage of Budget Spent
		2021 Actual	2022 Budget	11/30/2021	11/30/2021	11/30/2021
<b>Revenue</b>						
	NEH State Operating Grant	512,663	717,500		717,500	
	Carry over from FY 21 in to FY 22	140,042	135,000	48,160	86,840	
	NEH A More Perfect Union	5,000	50,000	30	49,970	
	SHARP	573,257	45,238	3,216		
	Engelhard Foundation Carry Over	41,731	140,000	965	139,035	
	Informed Citizen Grant Carry Over	3,401	14,947	993	13,954	
	Other Grant Support	4,725			-	
	NSF Stanford Group		30,000		30,000	
	Why It Matters FY 21 carryover	42,742				
	Other Revenue		115,000			
	Board meeting expense donation				-	
	Montana Conversations Copay	2,925			-	
	Montana Conversations Expense Donations	301			-	
	Academy of American Poets	8,500				
	Academy of American Poets Carry Over			1,200		
	Unrestricted Donations	32,596		1,959	(1,959)	
	Restricted Donations	10,330			-	
	Interest & Misc. Earnings	22,602		2	(2)	
	<b>Total Revenue</b>	<b>1,400,815</b>	<b>1,247,685</b>	<b>56,525</b>	<b>1,035,338</b>	
<b>Expenses</b>						
	Salary, Benefits and Payroll Taxes	404,618	475,755	37,064	438,691	8%
	General and Administration	75,706	130,123	2,590	127,533	2%
	Racial Equity Audit/Strategic Planning		5,000		5,000	0%
	Board Expense	1,172	30,000		30,000	0%
	Outreach	840	5,000	156	4,844	3%
	Fundraising	12,414	20,000	1,002	18,998	5%
	50th anniversary		20,000		20,000	0%
	Lobbying/Humanities on the Hill	224	6,000		6,000	0%
	Governor's Humanities Awards	12,916			-	
	Regrants	115,800	130,000	1,000	129,000	1%
	Montana Conversations	35,036	50,000	6,556	43,444	13%
	Speakers in the Schools	44,877	60,000	650	59,350	1%
	Hometown Humanities	996	25,500	850	24,650	3%
	Journalism/Informed Citizen	3,401	14,888	993	13,895	7%
	Center for the Book (LAL, NatBkFest)	11				
	Montana Center for the Book Prize		5,000		5,000	0%
	Gather Round	989			-	
	Big Sky Reads	2,000	5,000	500	4,500	10%
	National Book Festival		2,000		2,000	0%
	American Academy of Poets		4,250	1,200	3,050	28%
	SHARP					
	SHARP Administration	34,117		3,216		
	SHARP Programs	7,945	21,775			
	SHARP Regrants	531,195				
	AMPU	17,501	46,250	30		
	NSF Stanford Group		10,000			
	Democracy Project	41,731	93,000	965	92,035	1%
	Why It Matters	42,742			-	
	State of Montana Award # 113130	2,000				
	Succession Planning	2,000	2,000			
	<b>Total Expenses</b>	<b>1,390,231</b>	<b>1,161,541</b>	<b>56,772</b>	<b>1,027,990</b>	
	<b>Net</b>	<b>10,584</b>	<b>86,144</b>	<b>(247)</b>	<b>7,348</b>	

## Humanities Montana

## Profit &amp; Loss

November 2021

	Nov 21
<b>Ordinary Income/Expense</b>	
Income	
4015 · Co-Pay Income	0.00
4600 · Interest and Dividends-Non Fed	2.15
4701 · Federal Grant Income	51,405.95
4730 · Donations-Unrestricted	1,958.46
<b>Total Income</b>	<b>53,366.56</b>
<b>Gross Profit</b>	<b>53,366.56</b>
Expense	
50000 · Salary and Benefits	
5010 · Payroll Expenses	31,495.32
5020 · Payroll Taxes	2,498.03
5021 · Work Comp Premiums	241.11
5022 · Health Insurance Premiums	5,080.24
5025 · Retirement Plan Expense	2,573.77
<b>Total 50000 · Salary and Benefits</b>	<b>41,888.47</b>
60000 · General and Administrative Exp	
5055 · Employee Insurance Admin Fees	20.00
5033 · Travel-Other	
5031 · Travel-Staff	156.00
<b>Total 5033 · Travel-Other</b>	<b>156.00</b>
5034 · Meals/Food	196.56
5225 · Website Expense	30.00
5112 · Copies/Printing Expense	832.26
5090 · Books and Materials	30.00
5180 · Dues and Subscriptions	420.80
5170 · Insurance	893.00
5151 · Professional Development	200.00
5150 · Professional Services	137.50
5144 · Database Expense	275.52
5026 · Campus Parking Decal	-192.00
5096 · Bank and Credit Card Fees	60.18
5080 · Postage	418.38
5060 · Supplies	3,415.16
<b>Total 60000 · General and Administrative Exp</b>	<b>6,893.36</b>
5155 · Award Expense	500.00
5160 · Honoraria Expense	6,500.00
6010 · Re grants Awarded	1,000.00
<b>Total Expense</b>	<b>56,781.83</b>
<b>Net Ordinary Income</b>	<b>-3,415.27</b>
<b>Net Income</b>	<b>-3,415.27</b>

# Humanities Montana

## Balance Sheet

As of November 30, 2021

	Nov 30, 21
<b>ASSETS</b>	
<b>Current Assets</b>	
Checking/Savings	
1020 · Checking-FIB	60,713.36
1021 · FIB Savings	109,162.57
Total Checking/Savings	169,875.93
Other Current Assets	
1310 · Grants Receivable	529,665.26
1650 · Endowment Funds-MCF	101,649.89
Total Other Current Assets	631,315.15
Total Current Assets	801,191.08
<b>Fixed Assets</b>	
1625 · Website	27,905.00
1600 · Furniture and Equipment	7,863.88
1610 · Accumulated Depreciation	-5,168.88
Total Fixed Assets	30,600.00
<b>TOTAL ASSETS</b>	<b>831,791.08</b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
Accounts Payable	
2100 · Accounts Payable	21,593.15
Total Accounts Payable	21,593.15
Credit Cards	
2350 · MC - Ryan McCarty - 1255	681.43
2345 · MC - Randi Tanglen - 0631	50.70
2330 · MC - Sara Stout - 3488	245.94
2325 · MC - Sam Dwyer - 3384	802.53
2320 · MC-Kim Anderson-4473	226.88
Total Credit Cards	2,007.48
Other Current Liabilities	
2120 · Payroll Liabilities	2,251.70
2142 · Health Insurance Payable	-3,178.67
2155 · Vacation/Sick Payable	28,665.61
2400 · Deferred Revenue	379,104.10
Total Other Current Liabilities	406,842.74
Total Current Liabilities	430,443.37
Total Liabilities	430,443.37
<b>Equity</b>	
3010 · Unrestricted Net Assets	337,940.24
3020 · Perm. Restricted Net Assets	48,940.00
3040 · Temp. Restricted Net Assets	17,882.74
Net Income	-3,415.27
Total Equity	401,347.71
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>831,791.08</b>



# Anti-racism Audit Report

For Humanities Montana

December 2021

**Widerstand Auditors**

Erica Littlewolf

Murray Pierce

Tobin Miller Shearer



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# Introduction

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More than anything else, an audit is an opportunity to take stock, evaluate, reflect, and garner the resources and will to move forward, do better, correct past errors, and create a new future. We are grateful to have had the opportunity to walk alongside the staff and board of Humanities Montana in this essential work of reflection, evaluation, and correction. We think that you have a host of opportunities before you that can create a meaningful and robust means of integrating anti-racism into your organization.

By way of summary, our biggest findings are that Humanities Montana:

- Has a core community of staff and board members who are committed to and excited about dismantling racism within the organization and moving forward with renewed energy and vision;
- Has been gifted by People of Color on the board and among grant recipients who are willing to speak honestly and openly about the patterns of racism that they have observed and experienced;
- Has the opportunity to structure in and develop accountability relationships to communities of color in the state who can partner with you to develop new programs and resources for communities of color;
- Has the opportunity to hire staff who are committed to and will be held accountable for initiating anti-racist programs;
- Needs to reorient the mission, identity, and program directions of the organization to support the pursuit of racial equity;
- Needs to build relationships with BIPOC communities in the state in order to transform the granting process, diversify staffing patterns, and sustain anti-racism efforts;
- Needs to develop goals and tracking mechanisms to implement anti-racism initiatives over time.

What follows is a collection of observations, themes, and both corrective and forward looking recommendations based on our collective synthesis of the current research and our lived experience with predominantly White nonprofits like Humanities Montana.

We have organized our comments in sync with the “Markers of Institutional Transformation” chart to help provide a framework for your consideration. Each section includes 1) an identification of where we think you are now on the continuum; 2) the barriers and opportunities that you face; 3) and recommendations for next steps. We offer time frames for our recommendations as a suggestion to indicate the expediency of taking action; however, we recognize that you know your organization best and will probably need to adjust those time frames accordingly.

When we first met with your design team, we noted that there is often a grief process associated with anti-racism audits. Frequently, organizations discover that they are not who they thought that they were. Processing the results of an audit such as the one we have just completed

involves the body, mind, and spirit. Like any grieving process, it can be messy and may include elements of anger, denial, bargaining, depression, and acceptance. You will find your way forward, but we encourage you to be prepared to encounter, recognize, and acknowledge these emotions.

## Markers of Anti-racism Institutional Transformation

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The chart that follows is what we affectionately call “the continuum.” This continuum specifies the markers that capture what anti-racism institutional transformation looks like. It helps us identify what stage your organization is at based on six core dimensions: Identity & Mission, Organizational Culture, Program Initiatives, Staffing Patterns, Accountability, and Structure & Constituency. We evaluate each section individually and will reference the continuum throughout the report.

A few quick observations will help orient you to this tool:

- The order of the subsections – moving down the chart from Identity and Mission to Structure and Constituency – suggests a priority for action from the most immediate to the most long-term;
- Every predominantly White organization has started at one stage on the continuum and has the opportunity to move forward. The point is to figure out where you are now in order to move from that position forward;
- Most organizations think that the continuum only has the first three stages. A major part of your work is recognizing that there is somewhere else to go beyond a cosmetic embrace of multiculturalism;
- The movement from cosmetic and proclamation stages requires direct attention to issues of power, privilege, and hierarchy. That move can often be challenging to the status quo;
- The larger the organization, the more likely that it will be at different stages in separate parts of the organization;
- One of the benefits of conceptualizing change in this way is that it identifies clear next steps for the work ahead in each dimension of the organization.

	1 <b>Overt</b>	2 <b>Neutral</b>	3 <b>Cosmetic</b>	4 <b>Proclamation</b>	5 <b>Implementation</b>	6 <b>Realization</b>
<b>Identity &amp; Mission</b>	Claims exclusion	Claims color-blindness	States multicultural commitments	Claims anti-racist commitments; articulates core principles	Promotes anti-racist commitments and enacts core principles	Fulfills anti-racist commitments and principles
<b>Organizational Culture</b>	Celebrates White Supremacy Culture (WSC)	Unaware of WSC	Denies WSC	Acknowledges WSC	Addresses WSC	No longer practices WSC
<b>Program Initiatives</b>	Intends to serve only White people	Claims program neutrality	Initiatives focus on celebration of diversity	Programs address hierarchy, privilege, and oppression	Programs address systemic inequality	Programs fully embody anti-racist values
<b>Staffing Patterns</b>	Whites only	Token representation	Less than 20% BIPOC staff; short-stays	Goals for greater than 20%; mid-term stays	Above 20%; stable duration	Sustained staffing; balanced representation
<b>Accountability</b>	To Whites exclusively	Deemed unnecessary	“Safe” BIPOC connections	Commits to accountability	Implements accountability	Fully integrates accountability
<b>Structure &amp; Constituency</b>	Designed for White control and access	Keeps control and access hidden	Leaves control and access untouched	Examines and analyzes control and access	Engages in restructuring to undermine White Power structures	Realizes restructuring

## Glossary

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- **Anti-racism:** proactive and deliberate efforts by individuals and collectives to oppose and dismantle racism in its individual, institutional, systemic, and cultural forms
- **Anti-racism audit:** a focused examination of all levels of an institution's life based on an analysis of the results of an institution's actions rather than just its intentions
- **Cultural appropriation:** the unacknowledged use and employment of another group's cultural practices, symbols, and other representations for use or financial gain without accountability or connection to the original community
- **Cultural racism:** forcing members of one group to “do life” according to standards, norms, and ways of being as defined by another group
- **Implicit bias:** attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner ([kirwaninstitute.osu.edu](http://kirwaninstitute.osu.edu))
- **Identity power:** racism's ability to define racial identities according to the status of inferior and superior
- **Individual racism:** acting out racial prejudices by individuals in a context where those prejudices are reinforced by society
- **Institutional racism:** the support for and promotion of control and access to organizations in a manner that benefits one group and oppresses another; stated intent to provide race-based privilege and engage in racial oppression is not necessary for institutional racism to be at work
- **Internalization of racism:** the psychological acceptance of, belief in, and acting upon the associated identities of inferiority by People of Color and superiority by White community members
- **Oppressive power:** racism's ability to oppress, demean, and harm People of Color
- **Race:** a biological myth and a social reality constructed in the 17th and 18th centuries by Europeans as part of the colonial project, entrenched with notions of White superiority; in the United States, a caste system that mediates privilege, power, resources, and status
- **Racism:** race prejudice plus the systemic misuse of power
- **Systemic racism:** the macro-level distribution of power and privilege to one group and the oppression of another through the institutions that constitute that system; examples include the educational, health care, and transportation systems
- **White privilege:** unearned benefits – both financial and psychological – afforded individuals and groups with light enough skin and European facial features to be perceived as White

- **White power:** racism's ability to provide power and privilege to White people and White society based on the perception of White identity
- **White supremacy:** the pervasive system that directs, sustains, normalizes, and socializes messages about the supremacy of White people and White cultural norms, standards, and ways of being



## Identity & Mission

1 Overt	2 Neutral	3 Cosmetic	4 Proclamation	5 Implementation	6 Realization
Claims exclusion	Claims color-blindness	States multicultural commitments	Claims anti-racist commitments; articulates core principles	Promotes anti-racist commitments and enacts core principles	Fulfills anti-racist commitments and principles

### Overview

An organization seeking to achieve racial equity must first come to grips with the understanding that racial equity cannot be attained without employing a systemic internalized anti-racism ethos. That ethos serves to both distinguish and inform organizational identity. Identity in this sense encompasses the entirety of the makeup of Humanities Montana, from board members to staff to grantees and the communities served. Allow us to unpack that.

If one of your primary stated institutional goals is racial equity, then you must ensure that those principles which guide your organization i.e., those which encompass your racial equity roadmap, are woven into every fiber that comprises the very fabric of the organization. This further means you cannot allow for these practices to rest in the corner as does an umbrella...coming out only to shield you from inclement circumstances or in the organization's instance, from a lawsuit or bad publicity. Policies designed from this faulty premise do not necessarily have to be effective, they simply just have to exist.

Specific to Humanities Montana's identity and mission, at this point in time on your journey to racial equity we find you are in stage 4 of the transformative process, what we term the "Proclamation stage." Our inquiry revealed an overall claim of an anti-racism ethos; however, there are indicators which point towards the need to fully integrate that statement into action.

One of the most useful means of gauging organizational identity lies in the degree of congruency between publicly espoused corporate statements regarding your internal sense of racial equity (institutionally stated identity) and how that definition is employed when juxtaposed to the lived experiences and personal narratives of those groups and individuals who are impacted by it.

Your Mission Statement reads:

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

Most noticeable here is a missed opportunity to include a statement voicing your elsewhere expressed commitment to racial equity. Documents - particularly publicly viewed documents

which stipulate up front to this commitment - carry more weight than those where one has to seek out that expression.

We would also suggest adding to your website and other communication materials an anti-racism statement. That statement should contain the three following components:

1. A defining declaration which demonstrates your understanding of what racism is
2. A statement which expresses your commitment to an anti-racism philosophy
3. How you resolve to implement these considerations into the entirety of Humanities Montana's programming and decision making processes

Finally, in addition, you may also consider adding to your Mission Statement, "Humanities Montana commits to serving our multicultural communities" as opposed to the current "serves communities." Again, this expression of weaving diversity, equity and inclusion into organizational language aids in demonstrating your commitment is present in all significant organizational narratives.

In a related topic, it will also be essential to continually identify what you mean by Humanities as you relate to those communities of color where that term may be unfamiliar.

## Primary Barriers

- Unclear Definitional Framework

In several instances, we discovered what can best be described as limited universally defined or understood characterizations as to what racism actually is. This is critical in that how an organization chooses to identify the various incarnations of racism (institutional, systemic, discursive, internalized, horizontal, performative or ideological, to name a few) not only demonstrates how we are all impacted in various ways by its presence but lacking a succinctly organizationally defined and shared sense of racism, White supremacy based ideologies are free to flourish without challenge.

What was perhaps most clear from our inquiry was a discernable institutional lack of understanding of the **systemic** nature of racism and its impact on communities of color. Not discounting the fact that some individuals within the organization demonstrated a full understanding of the nature of racism, many persons from speakers to board members failed to grasp this systemic bent and expressed their understanding in terms of the impact of racism solely from an individual perspective (more on this to follow).

- Color Blindness and Fear of Inquiry

As alluded to above, a number of focus group members expressed what they viewed as an organization-wide lack of clarity regarding what constitutes racism. Our inquiry saw this theme play out on multiple levels. Some individuals were said to be viewing race through a lens of "color blindness" i.e., the idea that we are all the same and color does not matter in navigating issues of race. Others indicated race wasn't really discussed internally due to a sense of fear of perceived future conflict if the topic was broached.

In terms of our efforts to uncover what individuals perceived as organizational identity, we observed that a number of folks participating in the various focus groups interpreted some of the questions examining Humanities Montana's participation concerning race, racism and racial oppression as an affront to who they believe *themselves* to be more so than how they perceived Humanities Montana may have been participating in racism. Some went so far as to suggest this question was not needed.

What was demonstrated here can be termed the "it's about me trap" of racial awareness. When the focus is on the individual, one loses sight of how racism has shape-shifted over the years and has become intrinsically (systemically) intertwined into the very fabric of both public and private institutions. When it is about "me," I can do a self-inventory, conclude I'm not racist, and go about my way. The difficulty lies in getting someone to understand the benefits accrued from a system borne of racial advantages are not only underserved but stand to impede others from obtaining similar rewards. Most often, the argument trails into a descriptive account of the oppression and hardships suffered by the person denying racism as an essential contributing factor to one's lot in life, i.e. "See' everybody has it hard and you don't see me complaining." Nevertheless, in listing their personal tale of woe, race or racism is seen as an unnecessary qualifier in their case.

Thankfully, in this instance, within the context of our inquiry, we did not dive down that rabbit hole. Nevertheless, this theme is telling in that it was repeated multiple times throughout the focus group process.

- Internal Bifurcation as to What Constitutes Racism

Concurrently readily apparent in our analysis was an obvious sense of institutional bifurcation between how both People of Color and White Humanities Montana affiliated persons diverge on their expressed understanding of racial equity. In the process of interviewing, we learned some individuals canvassed could not use the word "racism" and termed it "that issue." Some interviewees stuck to a defensive bent as to what Humanities Montana was only doing "right" and offered little to no insight into issues other board members expressed as problematic.

We discovered instances where statements were made that indicated Humanities Montana was felt to have minimized a grantee's programmatic efforts to combat racism. One former grant recipient noted that they were so upset, they would "never apply for a Humanities Montana grant again." This is critical. Organizations who do not have a clearly defined sense of what racial equity entails have difficulty in achieving this goal.

This unclarity plays out in multiple incarnations. It can serve to promote a number of institutionally pervasive tropes regarding People of Color. For instance what some may see as a lack of motivation among People of Color, People of Color may point out as injustice; what some may see as equal application of the law across the board, People of Color may see as a system rife with preferential treatment. As it relates specifically to

Humanities Montana in this case as a granting entity, in its broadest sense, this unclarity can overlook or dismiss those possessed of real world race-based experience from seeking funding.

The power dynamic aspect of racism (who wields it, where did it come from and how its engagement impacts marginalized communities) is viewed by People of Color as a missing or misunderstood component here which has contributed to and continues to elicit this sense of division and its associated angst.

The primary goal of a racial audit is to increase awareness of the impact of racial differences and by doing so in a state of *reflective equilibrium* (a state of balance achieved after considering multiple viewpoints), ultimately increase both organizational justice and efficiency. Humanities Montana is not alone in wading through this predicament. What too often gets lost in the muddy waters of multi-cultural awareness is any analysis of power and the ways racist attitudes and organizational culture tends to operate.

- Visual Representation

In canvassing Humanities Montana print and electronic documents we were struck with the overall limited level of minority-based visual representation. In communities of color, both visual representation and “follow-through” are important tenets of relationship development. The popularized phrase “walking the walk and talking the talk” serves to indicate the necessity of being authentic in both discourse and presentation in these spaces, particularly in areas where dominant cultural overlap is considered.

We would suggest viewing your present publications and electronic materials reflectively from this standpoint.

There was also a great deal of concern expressed over the makeup of the board of directors. Conspicuously absent are/were male minority representatives. Discussion here also centered on how members were recruited and vetted. Some felt the Humanities Montana board cannot inherently be fair in that they are uncomfortable in questioning potential members regarding the topic of race.

## Primary Opportunities

We noted:

- In our interviews, we found a great number of individuals across racial lines who expressed a fondness and commitment to the overall work Humanities Montana has done and continues to engage in around racial equity and justice;
- Humanities Montana has generated a significant amount of discussion committed to how to better serve underrepresented and marginalized communities in Montana;
- Folks pointed to Humanities Montana’s willingness to perform the racial audit as evidence of its commitment to addressing issues around race;

- There was a strong sense that individuals interviewed saw Humanities Montana as a necessarily positive organization which has the potential to do better;
- Recent programming relative to racism and civil discourse has been a major discussion point as a part of every board; discussion about how to connect with Native Americans has likewise recurred; Humanities Montana appears to see this as a high priority;
- Interviewees advised there is a strong emphasis on the part of Humanities Montana in rethinking every aspect of the organization by questioning where and how diversity, equity and inclusion evidences itself.

## Recommendations

### In the next three months:

- **Engage a multiracial committee/group to examine currently employed definitions and usage of organizationally employed terminology as it relates to race**  
Clarification of this confusion around terminology appears to be a pressing need uncovered as it relates to Humanities Montana's identity and mission. We would suggest bringing in an outside facilitator to aid this effort irrespective of levels of internal expertise.

The committee should pay particular attention to:

- Where race and social justice based terminology intersects with collateral considerations and how it is generally utilized within the organization;
- How racism is presently being defined
- How the use of the term racism impacts policies, procedures and interactions;
- Alternative definitions which may better express the organization's commitment to racial equity;
- Implementing necessary changes in a timely manner;
- Publicizing and distributing findings to board, staff and impacted communities;
- Holding regular trainings/workshops designed to reinforce these concepts as well as distribute and discuss new directions/materials in this area.

### In the next six months:

- **Contract with area-wide individuals and/or organizations which concentrate on racial equity learning and bring in facilitators to discuss the following focus group identified topics**

Our inquiry revealed that a lack of uniform understanding of the following topics appears to be stifling forward progress in the areas of individual communication and organizational clarity. Prior training efforts in these areas were not discussed at length; however, irrespective of their past involvement with prior training, interviewees both demonstrated and requested further clarification in these particular areas.

The following suggested topics will necessarily dovetail with discoveries made in the previously discussed three-month action items:

- What does anti-racism look like from both an individual and organization standpoint?

- What are the pitfalls of a colorblind stance as it applies to racism?
- What are the distinctions between institutional and individual racism?
- How is White Supremacy embedded in American institutions?

*In the next twelve months*

- ***Establish a list of “Indicators of Change”***

Real change is measurable. The metrics used to gauge forward movement are equally as important as the path charted to reach that goal.

Once you have identified areas requiring change, take time to develop and implement an instrument which will serve as a guidepost in tracking your trajectory.

## Organizational Culture

1 Overt	2 Neutral	3 Cosmetic	4 Proclamation	5 Implementation	6 Realization
Celebrates White Supremacy Culture (WSC)	Unaware of WSC	Denies WSC	Acknowledges WSC	Addresses WSC	No longer practices WSC

### Overview

Organizational culture can be defined as collective spoken and unspoken rules, values, traditions, attitudes, beliefs, patterns, knowledge, and experiences. It is the way of life of an organization, and it is communicated and reinforced through various means. Organizational culture shapes perceptions, behaviors, and understanding.

Organizational culture also encompasses the norms, expectations and behaviors of employees as well as those in positions of leadership.

Our findings point to Humanities Montana presently in phase 3 of the transformative process, what we term “cosmetic.” Unpacked, that means we uncovered an overall sense of organizational denial as regards White Supremacy Culture. Here we are defining White supremacy as “the pervasive system that directs, sustains, normalizes, and socializes messages about the supremacy of White people and White cultural norms, standards, and ways of being.”

It is also our collective sense that movement in this instance from a state of denial to acknowledgement is within your organizational reach. We found several individuals within Humanities Montana committed to bringing the organization to the “realization stage,” a point where it no longer engages in White Supremacy Culture.

### Primary Barriers

- ***A Discernable Lack of Organizational Outreach***

A common theme established in organizational identity related to Humanities Montana’s demonstrated sense of outreach, or the lack thereof. It took two basic forms coming from both program participants and board members.

From program participants' standpoint, we’ve alluded to this in an earlier section detailing how an applicant described their feeling of inconsideration relative to the grant vetting process. What stood out in discussion can be best summed up as a sense of disconnect centered on follow-up. In being denied for the specific grant applied for, there was no apparent explanation nor outreach which advised the applicant as to why they were denied, nor how their application could have been presented in a more favorable light. This caused a great deal of heartburn as regards future considerations; it appeared



Humanities Montana never questioned as to why a major anti-racism organization (the organization which had applied for the grant) in the state was no longer applying for grants from Humanities Montana. In their estimation, they believed Humanities Montana saw projects centered on racism as having very little to do with their definition of humanities. As noted above, it will be essential to continue to define and make accessible what you mean by Humanities. Presented here is an opportunity for Humanities Montana to contemplate and understand how communities of color view the difference between *Intent* and *impact*.

Another level of outreach deficit was expressed in how Humanities Montana has fallen short in proactively seeking out and engaging specific individuals in minority communities. During our inquiry, a discussion arose as to why more applications for board membership as well as grant requests were not forthcoming from communities of color. "People of Color don't apply" was a response one individual offered.

The prevailing counter narrative to this statement recognized the need for grantees to be more hands-on in their pursuits but also directed Humanities Montana to be proactive and reach out to leaders in communities of color during their recruitment drive and to find better ways of encouraging and increasing funding applications from these individuals and communities. This proactive approach was gauged to engender a much needed sense of care and support from the organization to underserved and marginalized communities.

- ***Establishing Board Communication Protocols***

As you work on implementing these recommendations, it will be essential to establish clear expectations for board member conduct. Other organizations we have worked with have not only developed standards of conduct around respect, sharing space, listening, and honoring differing perspectives during meetings, but also making clear how board members communicate with and respond to each other outside of board meetings. We encourage board leadership to develop these kinds of clear standards of conduct.

- ***Difficulty Surrounding the Recruitment of BIPOC Staff***

Another apparent theme centered on why Humanities Montana cannot recruit and retain BIPOC staff. Again, this was touched upon in the Identity and Mission section of this document but warrants repeating here as it runs concurrent with the earlier discussion which identified that People of Color do not apply for positions within the organization. As was specifically noted, male BIPOC staff are conspicuously absent from the administrative team as well as the board.



## Primary Opportunities

We noted that:

- Humanities Montana is to be commended in their efforts to bring historically excluded populations into the conversation;
- Humanities Montana continues to provide a forum for increasing and promoting awareness of issues of particular to marginalized communities in Montana;
- Humanities Montana has indicated a desire to make racial equity a cornerstone of their operational philosophy. It follows that racial harm mitigation policies and procedures are a necessary component to that process and should be pursued;

## Recommendations

In the next three months:

- ***Review and Revise where Necessary Board Onboarding and Offboarding Processes***

Pay particular attention to:

- Recruitment and retention of minority candidates;
- Refining orientation procedures to address concerns of race-based harassment and harm;
- Re-examining the expense reimbursement policy for board members because it is based on the assumption that all board members have access to credit and other means of financial stability;
- Providing new board members with a “board mentoring partner,” while also not requiring People of Color to conform to patterns of White supremacy;
- Developing methods to better explain hiring practices, bylaws, rules, regulations, duties and responsibilities to both board and staff;
- Mandating racial equity training for all new employees and board members;
- Developing a list of questions for exiting board members (offboarding interview) to better discern as it relates to race, what has proven beneficial and what obstacles they perceive to have existed during their tenure

In the next six months:

- ***Develop and Implement a Racial Equity Report Card***

A Racial Equity Report Card is essentially a heuristic tool used to track progress and highlight key areas of concern regarding organizational racial equity.

Crafting and implementing the report card serves to aid in ensuring Humanities Montana holds true to its stated commitment to racial equity by identifying any apparent system-wide racial equity gaps and addressing these deficits in a succinct and transparent manner.

The report card itself in its measurement capacity is used to identify key areas impacted by racial equity and score their effectiveness (or lack thereof) according to a predetermined set of values. It exists in addition to and is not intended to supplant the organization’s annual year-end report.

In the next twelve months:

- ***Develop and Implement a Racial Equity Assurance Team***

Humanities Montana has begun the process of examining where they are on the road to racial equity and must take care in not confusing the journey with the destination. This work is difficult. It forces individuals and organizations to oftentimes unlearn as much as it does to learn.

To aid in this quest, we suggest developing and implementing a racial equity assurance team. These teams are constructed in order to:

- Craft an organizational racial equity plan;
- Operationalize, track and gauge the organization's commitment to equitable system change;
- Define and ensure movement in a common direction;
- Maintain focus on equitable outcomes for all parties affiliated with Humanities Montana;
- Develop and disseminate “racial impact statements” as regards the organization’s interface with individuals and agencies and the likely impact implementation will have in identified communities.

## Program Initiatives

1 Overt	2 Neutral	3 Cosmetic	4 Proclamation	5 Implementation	6 Realization
Intends to serve only White people	Claims program neutrality	Initiatives focus on celebration of diversity	Programs address hierarchy, privilege, and oppression	Programs address systemic inequality	Programs fully embody anti-racist values

### Overview

Programming was rated at level 3, “Cosmetic.” Within an anti-racist framework, “cosmetic” means the *appearance* of programming has changed and that change can be identified by others. What hasn’t happened is the deeper change - meaning focused attention to privilege, oppression, power, and hierarchy - have not been addressed within the programming.

In the course of the audit process we observed that many focus group members engaged with Humanities Montana through the speaker series. They enjoyed the racial diversity in speakers offered and also referenced they would like to see more diversity added to include other oppressed groups within Montana.

The granting process of Humanities Montana also came up many times. Overwhelmingly, BIPOC participants felt the paperwork was difficult to fill out and took too much time for the money offered or at the expense of not receiving money. They also mentioned that the paperwork would require a full time in-office grant writer that many smaller organizations did not have. As auditors, we also looked over the grants given and noticed the difference in money given to White organizations in comparison to BIPOC organizations and also that the Tribal Granting Program had been put on hold.

### Primary Barriers

One barrier is the relationships Humanities Montana does *not* have. It was noted that Humanities Montana has only begun to have relationships with tribal nations. These relationships take time and tribal communities should be met as sovereign entities, as Nations within a Nation, each one being distinct and different with some Indigenous similarities. It should also be noted that tribal communities are political entities and Humanities Montana’s fear of engaging with politics will hinder its relationship with these communities. As a remedy, Humanities Montana needs to be transparent in any and all interactions and know who these Indigenous communities are.

Another barrier is Humanities Montana receiving funding from the National Endowment for the Humanities. It was clear that there is fear among staff and board about what can and can not be done regarding the use of money from national funding. It would be beneficial for all staff to read specific documentation on what can and cannot be done regarding funding, so as not to fuel a culture of fear that is present in White Supremacy Culture.

## Primary Opportunities

Humanities Montana has the opportunity to expand on the programming that began with the Native vote campaign and the relationships that were created while organizing. There is also an opportunity to work with existing Indigenous board members to suggest pertinent programming and people with whom to connect. There is also an opportunity to work with BIPOC communities who did not receive funding in past granting cycles. Calling and connecting with them could lead to relationships and future funding.

## Recommendations

### In the next three months:

- Review grant writing process. Hire BIPOC advisees to review the process or re-envision what the process could be;
- Outline a strategy for how to move forward with Tribal granting programming so it does not get stuck on hold. Reconsider how it is funded. Having it funded by donations does not place it high on the priority list.
- Reassess the “Think & Drink” program. This program is not accessible to BIPOC people and could potentially cause a lot of harm to BIPOC communities.

### In the next six months:

- Prioritize reaching out to BIPOC people to gather possible speakers for the speaker catalog and contact them.

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*A note pertaining to the following recommendations:*

*In the course of our write-up we discussed the appropriate placement of the following two recommendations, paperwork transparency and a minority focused grant writing workshop. In the end, we decided they should appear in the Program Initiatives section of the document. However, we would also indicate their consideration in the Identity and Mission sector as well. Rationale for this consideration lies in the manner in which minority individuals and groups gauge Humanities Montana’s identity tied to how the organization chooses to facilitate engagement with minority communities. It is our sense that outreach to impacted communities in these two areas will evidence Humanities Montana’s commitment assisting them moving the relationship needle forward.*

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- **Improve paperwork transparency**

Another area requiring improvement relates to the grant application process and transparency regarding how this impacts the organization’s perceived public identity.

As it sits, the application process is easily accessible via download and much of it is available online. However, in minority communities, a prevailing lack of electronic

infrastructure accessibility coupled with the reality that there is rarely an individual readily available to assist with the granting process proves ultimately problematic.

Having an individual in the Humanities Montana Central Office to answer questions for communities of color in particular as one goes through the paperwork would prove useful.

In the next twelve months:

- Hire BIPOC advisees to rewrite the granting process or re-envision what the process could be.
- In all documents, standardize language regarding BIPOC populations and Indigenous Peoples. Capitalize “Indigenous”, put an “s” and capitalize “Peoples”. Refer to tribes as their respective names, i.e. Crow Nation, Northern Cheyenne Nation;
- ***Develop and Implement a Series of Grant Writing Workshops by and For Communities of Color***
  - Of particular concern to a number of focus group participants was the perceived onerous and cumbersome nature of the grant application process. Humanities Montana does in fact travel to reservations on occasion; however what is suggested here is an ongoing multi-month effort at meeting and training folks in the grant writing process within the confines of the communities in which they reside. Utilizing existing relationships and or developing new collaborative efforts in these areas are one way to ensure audience participation and offer a means to gauge future effectiveness of the proposal.
  - Humanities Montana would be well served to further consider training with an eye towards mentoring minority individuals in this area who in the future could serve as trained “grant writing ambassadors” in their communities.

## Staffing Patterns

1	2	3	4	5	6
Overt	Neutral	Cosmetic	Proclamation	Implementation	Realization
Whites only	Token representation	Less than 20% BIPOC staff; short-stays	Goals for greater than 20%; mid-term stays	Above 20%; stable duration	Sustained staffing; balanced representation

### Overview

At the time of the audit, all staff at Humanities Montana were White although we were aware of one BIPOC staff member that had been employed in the past. We rated Staffing Patterns at a 1.5. We put this number in the middle because although the organization isn't blatantly saying "White's only"; yet, upon looking at a picture of staff, it is obvious that staffing is all White. A lot can be assumed without having deeper knowledge of Humanities Montana. We also leaned toward the Neutral stage because Humanities Montana is working toward hiring staff of color and has added board members of color who will aid in this becoming a reality.

The tricky thing about this stage is that White people do not tend to notice all-White groups as much even when it is blatantly obvious for BIPOC individuals. When a staff is all-White, every meeting, zoom call, etc is a White caucus. This then makes it difficult to hire and retain BIPOC staff, especially if they are the only one on staff because often this overwhelming White homogeneity will not get named as such because "Whiteness" gets equated with "normal."

### Primary Barriers

One primary barrier Humanities Montana has is insufficient relationships with the BIPOC community because this is where they will get their hiring pool. It is also a barrier to have a current all White staff as it will be difficult to hire and retain BIPOC staff until the organizational culture changes. Humanities Montana will need to evaluate how it functions in ways that are "normal" but are steeped in White Supremacy Culture. For example, in the staff handbook it was mentioned that staff members were expected to keep clean working spaces. This is one policy that will be determined by who is in power and within the current structure of this organization it will be a White person. Another policy that may be conflictual is regarding "horse play" because of the culturally loaded nature of the term.

### Primary Opportunities

Humanities Montana has the opportunity to look over its policies and change them as they anticipate hiring BIPOC staff. Humanities Montana can also look to other organizations for input and look to their granting partners and other current relationships to find possible BIPOC staff members. Humanities Montana could also explore other ways of employing BIPOC staff. Given that you are in the midst of significant staffing transitions, this opens up the possibility for new and creative attention to the issues raised here.

## Recommendations

### In the next three months:

- Begin looking at the policy manual for sections that may cause harm to BIPOC employees.
- Require current staff and new staff to take the same anti-racism training to gain language and systems thinking regarding anti-racism.
- Be clear and transparent that you are an organization of all White staff and that is not where you want to be. Outline steps you are taking to move forward on the continuum.

### In the next six months:

- Compile a list of places to advertise for new positions, outside of the box. Consider contacting old grantees for recommendations.
- Consider not hiring for a position unless a certain percentage of applications are from BIPOC applicants.
- Have a clear anti-racism statement attached to your recruitment information and be transparent about where you are in the present and where you would like to be.

### In the next twelve months:

- Reflect and continue learning about White Supremacy Culture and how it shows up in Humanities Montana. Provide space for BIPOC staff to meet on their own as needed. Encourage caucusing as needed.

## Accountability

1 Overt	2 Neutral	3 Cosmetic	4 Proclamation	5 Implementation	6 Realization
To Whites exclusively	Deemed unnecessary	"Safe" BIPOC connections	Commits to accountability	Implements accountability	Fully integrates accountability

### Overview

Efforts to dismantle racism in predominantly White organizations typically falter at the point of implementation and follow through. Absent an immediate crisis or threat to prompt action, anti-racism efforts frequently fizzle. The most effective anecdote to this pattern that we are aware of is to enact the principle of accountability to communities of color for the work of anti-racism. Humanities Montana has the opportunity to develop and structure the means for accountability in your work and mission.

One of two essential keywords for articulating and developing accountability is relationship. The most effective means of accountability that we have encountered are those that emerge from staff and board members nurturing, fostering, and developing relationships in which honest feedback and insight can be offered. At the same time, those accountable relationships need to be fostered and developed in the context of systemic relationships. Being clear about the unequal power distribution that may occur due to Humanities Montana's power as a granting organization also needs attention.

The second keyword is evaluation. As we will note below, accountability can also be structured effectively through the processes of annual/periodic review of staff and board members.

Our evaluation of Humanities Montana suggests to us that you are moving from Stage 2 to Stage 3 in your work at accountability. The absence of attention to this issue is why you have started at the Neutral stage. The fact that you have placed an emphasis on recruiting and including People of Color on your board is an indication of your movement toward the Cosmetic stage. We are convinced that your movement to Stage 4 - proclamation - will be central to your ultimate success at dismantling racism as an organization.

### Primary Barriers

The most evident barrier is that the idea itself is entirely absent from the documents, self-description, and internal discussion of your organization. The training and resources with which you have engaged to date on this topic have not yet prepared you to conceptualize how to integrate and develop accountability structures or even to have discussions about that topic. The language of accountability was simply not present in any of the focus groups that we facilitated or any of the correspondence and documentation we evaluated.



Board structures are themselves not so much a barrier to effective accountability as they are a field in which accountability can be realized. That said, given the testimony we received about the current volatility of board discussions around this topic, board members will need to offer courageous leadership in finding their way forward with integrity to maintain focus on this work and its implementation.

## **Primary Opportunities**

Humanities Montana as an organization does have existing relationships with communities of color across the state through various programming initiatives. Although currently less robust than they have been in the past due to the realities of COVID and changes in leadership, there is a history there to build upon. Relationships with communities of color can be built and developed. The Tribal Partnership program has provided a model of how to develop and nurture such relationships and connections.

Likewise, the history of professional standards of personnel review and board self-evaluation provide a starting point for holding staff and board members accountable for the work of anti-racism. One of the principle processes for effective change that we have observed is when staff are held accountable for implementing anti-racism objectives in their workload and given the time and resources to develop them. Humanities Montana's personnel transitions offers the opportunity to put such objectives and review processes into place from the onset of hiring.

Humanities Montana also has a practice of soliciting feedback on presentations and programs from audience members. It would be a small step to develop this practice into specific and focused feedback from communities of color for the programs that you offer.

## **Recommendations**

### In the next three months:

- Place clear, detailed objectives for implementing anti-racism actions into staff job descriptions upon point of hire and spell out how and in what frequency they will be evaluated on them.
- Include focused, specific objectives for the overall work of dismantling racism and implementing anti-racism initiatives into the job description of the Humanities Montana's executive director and likewise spell out frequency and means of evaluating them.
- Include similar clear anti-racism objectives for board members to develop and implement commensurate with their responsibilities and begin with a process of regular evaluation internally.
- Include questions focused specifically on anti-racism in the audience feedback forms employed in your speakers bureau programs and other public-facing programming.

In the next six months:

- Identify a small group of external evaluators of color with expertise in anti-racism who can give you feedback on your print and social media products before they are released. Pay them for their work.
- Accountability relationships on the part of organizations are best pursued organization to organization. Consider the means by which you could develop collaborative relationships with tribal communities or other in-state BIPOC organizations by attending their public meetings, supporting and amplifying their voices and initiatives, and in general fostering relationships from which accountability can emerge. Track this work and report on its development with both board and staff members.
- Empower the board members of color who currently work with you to speak directly and honestly about the anti-racism initiatives in which you are engaged by fostering caucus space, demonstrating responsiveness to their feedback, and listening without defensiveness to criticisms that emerge. This will also require careful attention to reciprocity as a cultural value, especially within the Indigenous Communities of Montana. Given that Humanities Montana's current board members of color are all Indigenous Women, it may be important for Humanities Montana to be connected directly with and develop relationships of accountability with the Murdered and Missing Indigenous Women (MMIW) movement.

In the next twelve months:

- Implement an annual review process of the organization as a whole - with a life of at least five years in duration - in which a team emerging from your efforts to connect with and develop relationships and/or those who have been evaluating your public facing materials assesses your anti-racism efforts. It will be essential to ensure that those evaluating you hold a common analysis of racism.
- Implement and pursue long-term plans for dismantling racism in which you have identified 1, 5, and ten year goals. The board and your accountability partners will be key in developing and articulating what those goals should be.

## Structure & Constituency

1 Overt	2 Neutral	3 Cosmetic	4 Proclamation	5 Implementation	6 Realization
Designed for White control and access	Keeps control and access hidden	Leaves control and access untouched	Examines and analyzes control and access	Engages in restructuring to undermine White Power structures	Realizes restructuring

### Overview

Two of the primary ways in which institutional power is expressed in predominantly White organizations is through control and access to the resources of the organization. In turn, control and access are lodged primarily in the structure and constituency of the organization.

Addressing these issues requires open and unflinching assessment of the very DNA of a group like Humanities Montana.

As we examined your current structures and statements of constituency, two themes emerged most prominently. First, your relationship with the NEH and the Federation of State Humanities Councils looms large in your funding structures, review structures, and reporting structures. You will need to open up conversations with those organizations about their commitment to undoing racism and invite them to participate with you in this work. They hold the potential to seriously undermine or amplify your anti-racism efforts.

Secondly, both stated and unstated conceptions and articulations of your constituency tended toward defaulting to White norms. Although there was some identification of the desire to reach Native communities in particular, there was less awareness or understanding of the identifiable African-American, Latinx, Pacific Islander, and Asian-American communities in Montana. The question before Humanities Montana is how to move from a demonstrated comfort level and understanding of the state's White constituency to fully implement programming responding to the needs and desires of the state's communities of color.

We observe that Humanities Montana as an entire organization has moved from stage 3 Cosmetic to stage 4 Proclamation in that we saw evidence of both staff and board members beginning to analyze questions about control and access in the organization. Implementation of that analysis has not yet, in our assessment, begun.

### Primary Barriers

In terms of structure, the heavy reliance on funding from the federal government despite recent efforts to bump up funding from major donors in the state leaves Humanities Montana to a degree vulnerable to shifts and changes in the politics of the country vis-a-vis the importance of the Humanities writ large. While we do not anticipate that it will be possible in the near future to fundamentally change this structural relationship, we do think that the structural dependence on federal funding will be foundational for the organization as a whole to name and understand.

In terms of constituency, Montana's reputation as a majority White state, a place where White supremacist groups have found a ready home and base, needs to be named and identified. Likewise, the history of how the state has become relatively homogeneous likewise needs more attention. Those historical processes of exclusion, removal, and expulsion are not accidental. Anthony Wood's new book *Black Montana: Settler Colonialism and the Erosion of the Racial Frontier, 1877-1930* (University of Nebraska Press: 2021) is one place to start that educational process. The history of Montana's tribal communities is well established and readily accessible. But more importantly, it will be essential to simply conceive of the constituency of Humanities Montana as encompassing all the people of the state, rural and "urban" (although as one of your board members pointed out in a focus group that term can be used in Montana's context only with a great amount of caution simply because Montana's cities are so small in comparison to true urban communities in this country).

## Primary Opportunities

Principal among the opportunities for addressing issues of structure and constituency is that you have collectively decided to fund and pursue this racial equity assessment itself. The unflinching assessment offered here provides an opportunity for thinking through and addressing how and in which ways you will move forward to an anti-racist future.

Likewise, the efforts at the federal level to address and support Diversity, Equity, and Inclusion efforts writ large and anti-racism efforts in particular are a current boon to amplifying your efforts here in the state. It will be essential to move on and develop them while they are available and in place.

Finally, the presence of empowered tribal communities and other organized communities of color in the state have made the participation, voices, and perspective of those communities more visible and direct than they have been in the recent past. This is a gift to keeping focused on conceiving of and responding to the diversity of peoples represented in Montana.

## Recommendations

### In the next three months:

- Set up a meeting with NEH and Federation leaders in which you identify your anti-racism commitments and plans and discuss how they can support and amplify your efforts. Report to the board about those meetings and identify specific next steps coming from them.
- Initiate and revitalize funding mechanisms to support programs such as the Tribal Partnership initiative. One of the primary ways that constituency members voice their support is through how they donate. Provide multiple, specific pathways for constituent members to donate - not just funds, but creativity, ideas, feedback, and cultural resources - to your anti-racism initiatives.

In the next six months:

- Building on the relationships encouraged in the Accountability section above, hold a design meeting with representatives of Native communities to consider and conceptualize one new programming initiative that will speak to the needs and interests of members of those communities. Once again, the Tribal Partnership model offers a way forward about how to structure and pursue that possibility.
- Do the same with representatives of one other community of color in the state, following a process of building relationships there as well. The point here is that it will take deliberate, focused, and intentional relationship building to arrive at programming that moves beyond conceptions of a White constituency.

In the next twelve months:

- Examine your staff structure to ask whether you need to develop new means of organizing internal hierarchies and reporting mechanisms to ensure the development of ongoing anti-racism initiatives. Some organizations have, for example, put in place an internal task force tasked and empowered to attend to reaching out to the full constituency of the state. Although Humanities Montana has to a degree already done this with existing staff, structuring in responsibility for the work of anti-racism at a collective level will be essential.
- To open up board control and access, examine barriers to board inclusion from all constituency members across the state such as time of board meetings, available support for child care during board meetings, expectations of financial donation on the part of board members, location of board meetings (when you eventually return to in person meetings), etc.
- Expand the "diversity" column of your board matrix into one for gender diversity and one for racial and cultural diversity. Without this specificity, the particular dynamics of race and gender are conflated and, history shows, race becomes the first element of "diversity" to be abandoned. Specificity here will also help with accountability.

## Long-term Recommendations

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We have offered recommendations within three-, six-, and twelve-month frames because those are the most immediate and concrete methods for moving your organization forward.

At the same time, we also recognize that the most important question before you is not what you will do in that relatively short time horizon, but rather how you as an organization will act and position yourselves in five-, ten-, and even twenty-years in the future.

Although it is challenging to project that far ahead, we do recommend that you invest thought and energy now in what you want to be in that time yet to come. The continuum offers a means for identifying that future and moving it forward. But it is only one way of conceiving of the future.

A final recommendation that we offer is for Humanities Montana to take the suggestions provided here and have a board and staff envisioning session in which you imagine what your organization could look like twenty years out if these mandates were fully implemented. Which communities would you be connecting with? Who would be fully engaged with your resources? How would your meetings be different? Who would be employed? Which voices would be regularly heard, valued, and responded to?

Such a conversation could result in a document that guides you forward in constructive ways to a fully anti-racist future.

## Closing Comments

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As we mentioned at the outset, when we do honest introspection we may find that we are not who we believed ourselves to be. The feeling of hurt, fear, and frustration may arise. When that happens we should grieve the loss of who we thought we were. The grief/loss process is not a linear process. The stages are Denial, Anger, Bargaining, Depression, and finally Acceptance but we move between and among them in often unpredictable ways.

The challenge is how to identify these stages in a corporate context. Denial is the easiest: “there has been a mistake. This is not who we are at all.” Anger and bargaining will be just as obvious: “There was something wrong with this process or these people clearly don’t know us or maybe we should have another group take a second look at us.” Depression may manifest as loss of energy for the programs we currently run: “Well if everything we do is racist why should we do anything? Damned if we do and damned if we don’t.” Acceptance is as it suggests: “This is who we are, these suggestions can help us understand how we change and realize it.”

Likewise, we advise you to be on the alert for “resistance talk,” i.e. the particular and specific expressions of predictable voiced objections that have less to do with the objections themselves than with resistance to implement racism. They can take the form of statements such as:

- We don’t have the funds to implement those proposals;
- There aren’t enough People of Color in our organization to justify such initiatives;
- Things are fine the way they are;
- Won’t discussing these issues make things worse;
- These initiatives are for a much larger organization.

Anticipating and responding to these kinds of objections will allow you to move through the material with alacrity.

As you work through the process of acceptance, you will become more dependent on your relationships with the accountability group. That is crucial. As you progress, you will become more independent as you see the results of your long-term educating and organizing. When you reach a point of interdependence, which we hope that you will, you will continue to set and reach milestones and benchmarks in your long-term plans and work with, receive support from and give support to like-minded organizations.

## Follow-up

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We recognize the potential difficulty of implementing the recommendations we've made in this report. This is difficult work and can be tricky to navigate. If you find yourself stuck or needing support, we are available in the following ways:

- Additional consultation and support on implementation;
- Additional anti-racist analysis training for your organization and local partners;
- Additional training on accountability;
- Check in at the six-month point.

If you find yourself in this place, you can initiate directly with Tobin Miller Shearer by emailing him at [tobin@widerstandconsulting.org](mailto:tobin@widerstandconsulting.org).



Humanities Montana  
Board Motion  
February 4, 2022

1. Motion to approve grant committee recommendation to fund:

- James Welch Literary Festival, Aasaissitto Language Society, East Glacier, \$10,000
  - First Voices, Thresh Inc, NYC, \$2,000
  - Talk Series: Language Reclamation and Beyond, UM, \$5,000
  - Story of Butte, Butte Citizens for Preservation and Revitalization, Butte, \$7,500
  - Blackfeet Ethnoecology Mapping Project, Blackfeet Tribal Historic Preservation Office, Browning, \$6,100
  - Philosophy Symposia Series, Merlin CCC, Helena, \$3,750
  - Buckskin and Cloth Dresses, April Martin, Busby, \$4,000 (research fellowship grant)
- TOTAL: \$38,350**