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Section 1

2019 Board Members
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WYH 2019 Board of Directors Handbook
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| **Rev. Dr. Bernadine Craft** – Elected to the board in 2014. Bernadine holds a doctorate in professional psychology from the University of Northern Colorado and has a Master's of Divinity degree and is the Priest at Holy Communion Episcopal Church in Rock Springs. Bernadine served ten years in the Wyoming Legislature, most recently as senator for Senate District #12. She is also the executive director of the Sweetwater Board of Cooperative Education Services (BOCES), an instructor for Western Wyoming Community College, and operates her own private practice counseling service. Bernadine has served on numerous community and professional organizations in the region as well as having received numerous awards such as the 2014 “Friend of Education” award from the Wyoming Education Association and 2014 “Friend of the Arts” for professional residency programs in Sweetwater County, Wyoming. She currently chairs the Development Committee for the Foundation of the Episcopal Diocese of Wyoming and is the Chairperson of the Diocesan Suicide Prevention and Intervention Task Force. |

| **Ignacia “Nish” Goicolea** – Elected to the board in 2012. A Wyoming native with Basque heritage, Nish holds a master’s degree in Spanish foreign languages and literature from the University of Nevada-Reno. She has studied abroad at the Universidad de Complutense in Madrid, Spain and the Universidad del Pias Vasco in San Sebastian, Spain. Nish was an assistant professor of Spanish for Western Wyoming Community College (WWCC), from 2006 to 2016 and partnered with WWCC to facilitate foreign language online courses and instruction in rural areas across Wyoming. Nish was awarded the 2012 WWCC Distance Educator of the Year Award. She now serves as Executive Director of the Professional Teaching Standards Board (PTSB), an independent professional licensing board that governs teacher licensure in the state of Wyoming. |

| **Mary B. Guthrie** – Elected to the board in 2016. Mary holds a Juris Doctorate from the University of Wyoming and a B.A. in English. Most of her professional career has been involved in the public sector, including working for the Wyoming Attorney General's Office for 17 years, serving six Attorneys General and four governors. She also served as the Cheyenne City Attorney and as the executive director of the Wyoming State4 Bar Association. She taught high school English and later in her career served as adjunct English instructor at Laramie County Community College. She has always believed that the arts and humanities greatly enrich our lives and has played trombone for the Cheyenne Civic Concert Band and actively participates in book and discussion groups. |

| **Nancy J. Guthrie** – Elected to the board in 2014. Nancy holds a Juris Doctorate from the University of Wyoming. Nancy currently works as a private practice mediator after 15 years as the district judge for the 9th Judicial District and nearly thirty more years of practicing law. Nancy has served on numerous boards including Teton County Library, CLIMB, and Jackson Hole Children’s Museum Board. Nancy was named a 2012 University of Wyoming Outstanding Alumna where she was hailed as a true representative of what one can accomplish with a foundation of a liberal arts degree. |

| **Dr. Scott Henkel** – Elected to the board in 2018, Dr. Scott Henkel is an assistant professor in the departments of English and African American and Diaspora Studies at the University of Wyoming. He is a faculty member with the Wyoming Institute for Humanities Research and is the author of *Direct Democracy: Collective Power, the Swarm, and the Literatures of the Americas*, recently published in the Caribbean Studies series at the University Press of Mississippi. He is currently researching a history of the public humanities during the 19th and early 20th centuries. This project was the subject of a recent presentation Dr. Henkel gave at UW, titled “The Humanities and the Land Grant University Mission from the 19th to the 21st Century”; this presentation is available at [https://youtu.be/QZltfmoy7Vq](https://youtu.be/QZltfmoy7Vq). |

| **Willie LeClair** – Elected to the board in 2019. Willie is an enrolled member of the Eastern Shoshone tribe of the Wind River Reservation. He graduated from high school in Lander and served in the US Navy and was honorably discharged in 1959 as an E5 air traffic controller. |
He has worked as a contract religious coordinator for Wyoming Department of Corrections for the past 20 years and conducts presentations on American Indian culture all over the country and has been on the Wyoming Arts Council roster for a number of years. In 1980 Willie started a career, which he continues today, as a presenter and rodeo announcer to share some of the Native American heritage and spirituality he has experienced. He makes his home on a small ranch near Riverton, Wyoming where he has raised Texas Longhorn cattle. He walks both worlds as an American Indian and as an American Cowboy. Willie LeClair was born in Fort Washakie, Wyoming, the son of an Eastern Shoshone Indian rancher and of a white mother. He has both a college education and the traditional teachings from both the Eastern Shoshone and Northern Arapaho Tribal elders. Willie has performed and lectured throughout the United States, including at well-known national and regional gatherings, as well as with other artists and musicians. Willie is one of the few that is knowledgeable in the traditional art of American Indian sign language. He remains as one of the few American Indian Cowboys of our time living in the west with American Indian traditional knowledge passed onto him. It is his goal to dispel existing stereotypes that encourage people to view American Indians as figures in the historical past, or even worse, as the characters that Hollywood has created. By exposing audiences to diverse dances, regalia and songs, he hopes to instill the idea that American Indians are not all the same.

**Barbara McNab** – Elected to the board in 2014. Barbara holds a Bachelor of Fine Arts degree from Washington School of Fine Arts. Barbara is the curator of exhibitions and museum education for the Brinton Museum in Big Horn, Wyoming. Prior to that, she was the executive director for the AKC Museum of the Dog in St. Louis where she served for almost 20 years. Barbara has worked for the Craft Alliance, Washington University Gallery of Art, and the Saint Louis Art Museum. She and her husband, Huntley, live on the Brinton property and serve the Bighorn and Sheridan communities.

**Maggi Murdock** – Elected to the board in 2019. Dr. Maggi Maier Murdock is a native of Wyoming. She received her Bachelor’s degree from Creighton University (Omaha, Nebraska) in Political Science in 1970, her Master’s degree from Tufts University (Medford, Massachusetts) in Political Science 1974, and her Ph.D. from Tufts University in Political Science in 1978. Maggi began her academic career at the University of Wyoming in 1975 and was a faculty member in the Department of Political Science and adjunct faculty in the Department of Criminal Justice. She served as Dean of the University of Wyoming branch campus (UW-Casper), Dean of the UW Outreach School, UW Associate Vice President for Academic Affairs, and UW Interim Vice President for Academic Affairs. She retired from the University of Wyoming in August 2017 as Professor Emerita. Maggi has been active in local and state organizations, as well as political science and distance education professional organizations. She served on the Wyoming Humanities Council from 1988 – 1993, serving as president from 1991-1992. Maggi served on the Higher Learning Commission Board of Trustees for 8 years and is currently a member of the HLC Committee on Strategy and the HLC Partners for Transformation. She also serves on the Wyoming Public Media Public Advisory Council and the Wyoming ReNEW Board. Maggi is married to Nick Murdock, a Casper attorney. They have two children, Dr. Amanda Murdock Diehl (married to Dr. Tony Diehl) of Rapid City, South Dakota, and Aubrey Murdock of Jersey City, New Jersey. Nick and Maggi have three grandchildren: Alexa, Zachary, and Kendall Diehl.

position involved working with the state’s churches in behalf of social and environmental justice. He served on the board of the Greater Yellowstone Coalition from 2003-2010 and was a member of the Leadership Wyoming class of 2008. He presently serves on the board of the Foundation of the Episcopal Diocese of Wyoming and monitors grants throughout the state. He continues as an active Episcopal clergy in both Wyoming and Montana. He serves as President of Friends of a Legacy (FOAL), the wild horse advocacy organization headquartered in Cody. His book On Sacred Ground: A Religious and Spiritual History of Wyoming won the best non-fiction history award from the Wyoming Historical Society in 2011. Warren is the first past board member asked to serve on the WHC board after a 2016 bylaws change to recognize the contributions of past leaders and their ability to contribute institutional and statewide expertise.

| **Carol Seeger** – Elected to the board in 2014. Carol has made her home in Wyoming since moving to Gillette in the fall of 1990. Carol moved from Missouri where she grew up and obtained her Bachelor of Science degree in public administration from the University of Missouri in Columbia and her Juris Doctorate degree from the University of Missouri located in Kansas City. During her time in Wyoming, her primary employment has been with the Campbell County Attorney’s Office as a deputy county attorney where she serves as legal counsel to county government and its elected officials, boards and departments for the past nineteen years. Carol is a past chair of the Board of Directors of AVA, a local art advocacy organization and has served on the City of Gillette Parks and Beautification committee as well as on the board for the Council of Community Services. She currently serves on the Board of Directors for Legal Aid of Wyoming and is Chair of the Board of Directors for the Wyoming Humanities. In her spare time, she loves to hike and spend time with Emma, her bichon frise who was rescued from a puppy mill where she was confined to a cage breeding puppies for profit for seven years. Together, Emma and Carol advocate against animal cruelty in whatever form it may take. |
| **Fred Schmechel** – Elected to the board in 2019. Fred was born and raised in Cheyenne, WY. He received his bachelor’s degree in art and earned his master’s in public administration from the University of Wyoming. As an art student, he displayed work in the National Museum of Wildlife Art. Fred frequently interned with the Wyoming Arts Council as he pursued his vision of becoming an arts administrator. After his undergraduate studies, Fred transitioned quickly from a graphic design position to managing large accounts for printing companies in Cheyenne. Seeing the opportunity, and having a longstanding deep enjoyment in irony, Fred took his arts-focused education and launched his insurance agency. It was here where Fred honed his business skills and engendered a sincere appreciation for failing fast, learning from mistakes, and moving forward. Presented with an opportunity to return towards “Plan A” Fred took a part-time student position during his graduate studies in Laramie with the University of Wyoming’s business incubator, the Wyoming Technology Business Center, where he is currently the assistant director and is working to develop a technology sector in Southeast Wyoming. Recognizing that there is a symbiotic link between sustainable arts and technology sectors, in the fall of 2014 Fred launched the Wyoming Arts Incubation program at the WTBC. Here he works with Wyoming artists to help them develop sustainable incomes from their art. For each of the past three years, he has coordinated the Fisher Innovation Launchpad (FIL), a $125k entrepreneurship seed fund at the University of Wyoming. Since its founding in 2016, the FIL has yielded more than twenty active student-owned and conceived companies, making it the most effective economic development & business creation program in Wyoming. Fred is a co-founder and serves as Board President of TechTalk Laramie; a successful 501(c)3 non-profit focused on improving the conditions in Laramie for technology workers. |
| **Milward Simpson** – Elected to the board in 2018. Milward is currently Wyoming State Director for The Nature Conservancy. He served from 2006 to 2016 as Director of the Wyoming Department of State Parks and Cultural Resources. Prior to his appointment, he served for two years as Manager of the Wyoming Arts Council. Before entering public |
service, he spent several years as a working musician, musical theater director and nonprofit arts organization administrator in Colorado, Minnesota and Wyoming. Simpson has served on the boards of a number of national, regional and state organizations including the America’s State Parks Foundation, The Western States Arts Federation (WESTAF) and The Wyoming Cultural Trust Fund. He holds a BA in Music Performance from the University of Wyoming and a Master of Humanities from the University of Colorado at Denver. Milward’s wife, Amy teaches music at Hobbs Elementary School in Cheyenne and serves as The National Education Association Director for Wyoming.

**Sarah Heuck Sinclair (Sarah Jo)** – Elected to the board in 2017. Sarah was raised in Eastern Montana where she was exposed to humanities and arts in the small, rural communities in which she grew up. As a child, she traveled across Montana with her father while he served on the Montana Committee for the Humanities—Montana’s state humanities council. Sarah Jo’s family moved to Central Wyoming to ranch in the Big Horn Basin in the 1990s. She studied English Literature at Montana State University in Bozeman and earned an MA in Liberal Arts at St. John’s College in Annapolis, MD. After several years of teaching in Maryland, she and her husband brought their two boys to Sheridan, Wyoming where she is currently the Chair of the Humanities Department at Sheridan Community College. In her work, she writes about the western experience and the big spaces that have compelled her since she was a child. She also works to teach Wyoming students about the larger world, about the stories that they may have missed growing up in a small, isolated part of the globe. She serves on the Sheridan Community Land Trust board of directors, was an interim director for Habitat for Humanity of the Eastern Bighorns and completed Leadership Wyoming in 2018.

**Kristi Wallin** – Elected to the board 2014. Kristi holds a master’s in counselor education and a master’s in public administration from the University of Wyoming. Kristi and worked for many years for GOP leaders including most recently as the state director for U.S. Senator John Barrasso. She is the former executive director of the Wyoming GOP and has been a development director for numerous offices within the University of Wyoming, in addition to working for past Wyoming State Senators Malcom Wallop and Al Simpson. She currently serves as the Foundation Director for the Laramie County Library System in Cheyenne.

**Isabel Zumel** – Elected to the board in 2017. Elizabeth is the assistant director of the Teton Public Library in Jackson. As a second-grader, Isabel could not read, but a great teacher saw she was struggling and discreetly pulled her aside and worked with her one-on-one after school until Isabel become not only literate, but a passionate reader. The experience of being a struggling student drove Isabel to focus on students and life-long earning. Originally from Pinole, California, in the east Bay Area, Zumel worked for nonprofit organizations in San Francisco on matters ranging from gang violence prevention and youth leadership development to affordable housing and community development. She has served as the second-in-command at one of our state’s largest libraries for well over a decade. Isabel volunteers extensively to support that Latino/a population of Teton County and heads up Systems of Education, a network of organizations that collaborate on how to improve learning in the region. Zumel and her husband, Joey Maligalig, are Filipino; the name of their 8-year-old daughter, Malaya, means “free” in the Philippines’ native language Tagalog.
# Board of Directors FY2019

(November 1, 2018 – October 31, 2019)

<table>
<thead>
<tr>
<th>Board Member</th>
<th>Business</th>
<th>Home</th>
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<tr>
<td><strong>2. Nish Goicolea</strong>&lt;br&gt;First Term: FY2013-FY2015&lt;br&gt;Second Term: FY2016-FY2018&lt;br&gt;Extension Term as Past Chair: FY2019</td>
<td>Executive Director&lt;br&gt;Wyoming Professional Teaching Standards Board&lt;br&gt;1920 Thomes Avenue, Suite 400, Cheyenne, WY 82002 Phone (307) 777-7291</td>
<td>3631 Foxcroft Rd., Cheyenne, WY 82001&lt;br&gt;307-371-0834 cell&lt;br&gt;<a href="mailto:nish.goicolea@wyo.gov">nish.goicolea@wyo.gov</a></td>
</tr>
<tr>
<td><strong>3. Mary B. Guthrie</strong>&lt;br&gt;First term: FY2016-FY2018&lt;br&gt;Second term: FY2019-FY2021</td>
<td></td>
<td>2814 Capitol Ave., Cheyenne, WY 82001-2753&lt;br&gt;<a href="mailto:mguthrie@msn.com">mguthrie@msn.com</a>&lt;br&gt;(307) 634-7187 (home) (307) 256-6987 (cell)</td>
</tr>
<tr>
<td><strong>4. Hon. Nancy J. Guthrie Governor Appointee</strong>&lt;br&gt;First term: FY2015-FY2017&lt;br&gt;Second term: FY2018-FY2020</td>
<td>Guthrie Mediation&lt;br&gt;180 S. Cache St., Jackson, WY 83001&lt;br&gt;(307) 690-6123</td>
<td>PO Box 12195 (512 E. Pearl)&lt;br&gt;Jackson, WY 83002* (307) 734-6566*&lt;br&gt;<a href="mailto:nguthrie@wyoming.com">nguthrie@wyoming.com</a></td>
</tr>
<tr>
<td><strong>5. Willie Le Clair</strong>&lt;br&gt;First term: FY2019-FY2021</td>
<td></td>
<td>76 Mazet Rd.&lt;br&gt;RVerton, WY 82501&lt;br&gt;Land: (307) 856-5782, Cell: (307) 850-5294&lt;br&gt;<a href="mailto:wleclair@wyoming.com">wleclair@wyoming.com</a></td>
</tr>
<tr>
<td><strong>6. Barbara McNab</strong>&lt;br&gt;First term: FY2015-FY2017&lt;br&gt;Second term: FY2018-FY2020</td>
<td>PO Box 460, Big Horn, WY 82833&lt;br&gt;239 Brinton Road, Big Horn, WY 82833&lt;br&gt;307-763-5924* <a href="mailto:bmcnab@thebrintonmuseum.org">bmcnab@thebrintonmuseum.org</a></td>
<td>237 Brinton Rd./Box 716, Big Horn, WY 82833&lt;br&gt;314-691-7305 (cell)&lt;br&gt;<a href="mailto:puccinibun@aol.com">puccinibun@aol.com</a></td>
</tr>
<tr>
<td><strong>7. Dr. Maggi Maier Murdock</strong>&lt;br&gt;First term: FY2019-FY2021</td>
<td></td>
<td>3338 Monte Vista Dr&lt;br&gt;Casper, WY 82601-5946&lt;br&gt;(307) 460-7090 (home)&lt;br&gt;(307) 259-0558&lt;br&gt;<a href="mailto:Murdock@uwyo.edu">Murdock@uwyo.edu</a></td>
</tr>
<tr>
<td><strong>8. Rev. Warren Murphy</strong>&lt;br&gt;First term: FY2017-FY2019</td>
<td></td>
<td>50 Diamond View Rd&lt;br&gt;Cody, WY 82414-8815 (307) 587-9775*&lt;br&gt;<a href="mailto:warrenmurphy@gmail.com">warrenmurphy@gmail.com</a> (307) 272-9362 cell</td>
</tr>
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<td><strong>9. Carol Seeger Governor Appointee</strong>&lt;br&gt;First Term: FY2015-FY2017&lt;br&gt;Second Term: FY2018-FY2020</td>
<td>PO Box 460, Big Horn, WY 82833&lt;br&gt;239 Brinton Road, Big Horn, WY 82833&lt;br&gt;307-763-5924* <a href="mailto:bmcnab@thebrintonmuseum.org">bmcnab@thebrintonmuseum.org</a></td>
<td>408 Warren Ave., Gillette, WY 82716&lt;br&gt;(307) 686-4990&lt;br&gt;<a href="mailto:Cjso6@ccgov.net">Cjso6@ccgov.net</a></td>
</tr>
<tr>
<td><strong>10. Fred Schmechel</strong>&lt;br&gt;First term: FY2019-FY2021</td>
<td>Assistant Director&lt;br&gt;University of Wyoming&lt;br&gt;Wyoming Technology Business Center&lt;br&gt;766-6399 Office</td>
<td><a href="mailto:fschmech@uwyo.edu">fschmech@uwyo.edu</a>&lt;br&gt;307-630-6424 CCell</td>
</tr>
<tr>
<td><strong>11. Milward Simpson Governor Appointee</strong>&lt;br&gt;First term: FY2018-FY2020</td>
<td>The Nature Conservancy&lt;br&gt;258 Main St., STE 200&lt;br&gt;Lander, WY 82520</td>
<td>155 Popo Agie St., Apt. 8, Lander, WY 82520&lt;br&gt;Cell: (307) 421-4956* Work: (307) 335-2122&lt;br&gt;<a href="mailto:milwardsimpson@hotmail.com">milwardsimpson@hotmail.com</a></td>
</tr>
<tr>
<td><strong>12. Sarah Jo Sinclair</strong>&lt;br&gt;First term: FY2017-FY2019</td>
<td>Department Chair, Humanities, Sheridan College&lt;br&gt;3059 Coffeen Ave.&lt;br&gt;Sheridan, WY 82801&lt;br&gt;307-674-6446 x 3006 <a href="mailto:ssinclair@sheridan.edu">ssinclair@sheridan.edu</a></td>
<td>404 S. Tschirgi St.&lt;br&gt;Sheridan, WY 82801&lt;br&gt;(443) 994-2748 (cell)&lt;br&gt;<a href="mailto:wyosinclairs@gmail.com">wyosinclairs@gmail.com</a></td>
</tr>
<tr>
<td><strong>13. Kristi Wallin</strong>&lt;br&gt;First term: FY2015-FY2017&lt;br&gt;Second term: FY2018-FY2020</td>
<td></td>
<td>710 Manor Lane, Cheyenne, WY 82009*&lt;br&gt;(307) 760-3898 (cell)&lt;br&gt;<a href="mailto:kristi.wallin@gmail.com">kristi.wallin@gmail.com</a></td>
</tr>
<tr>
<td><strong>14. Isabel Zumel</strong>&lt;br&gt;First term: FY2017-FY2019</td>
<td>Teton County Library&lt;br&gt;PO Box 1629, 125 Virginian Lane&lt;br&gt;Jackson, WY 83001 307-733-2164 x101*&lt;br&gt;<a href="mailto:izumel@tc.lib">izumel@tc.lib</a></td>
<td>POB 14002&lt;br&gt;Jackson, WY 83002&lt;br&gt;307-690-6250</td>
</tr>
<tr>
<td><strong>EO Dr. Scott Henkel, Ex Officio</strong>&lt;br&gt;Director of Wyoming Institute for Humanities Research</td>
<td>Department of English, Dept. 3353&lt;br&gt;University of Wyoming, 1000 E. University Ave.&lt;br&gt;Laramie, WY 82071&lt;br&gt;<a href="mailto:scott.henkel@uwyo.edu">scott.henkel@uwyo.edu</a></td>
<td>1410 E. Grand Ave.&lt;br&gt;Laramie, WY 82070&lt;br&gt;(307) 399-7100 Cell*</td>
</tr>
<tr>
<td><strong>EO Dr. Sandra Caldwell, Ex Officio</strong>&lt;br&gt;Executive Director&lt;br&gt;Wyoming Community College Commission</td>
<td>2300 Capitol Ave., 5th Floor, Suite B&lt;br&gt;Cheyenne, WY 82002&lt;br&gt;(307) 777-7144</td>
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***Preferred contact address info
WYOMING HUMANITIES
OFFICERS AND COMMITTEE LIST
FY2019

EXECUTIVE COMMITTEE
Chair – Carol Seeger
Chair-elect – Bernadine Craft
Past Chair – Nish Goicolea
Treasurer/Finance Committee Chair – Barb McNab
Secretary/Nominations Committee Chair – Milward Simpson
Grants Committee Chair – Isabel Zumel

NOMINATIONS COMMITTEE
BYLAWS: The Nominations Committee shall consist of a minimum of three
(3) directors appointed by the chair. It shall make recommendations to the
Board of Directors for:
   a) The offices of chair, chair-elect, and positions on the Executive
      Committee
   b) New members of the Board of Directors. The Nominations
      Committee is charged to seek directors who will represent
      Wyoming’s cultural and educational organizations and
      institutions, appropriate state agencies, and the business, labor
      and professional communities and who come, so far as possible,
      from the full range of Wyoming’s diverse populations.
Chair – Milward Simpson
   Nish Goicolea
   Mary Guthrie
   Warren Murphy

FINANCE COMMITTEE
POLICY: The Finance Committee shall consist of a committee chair and the
chair, chair-elect, and immediate past chair of the organization. The
committee will monitor all fiscal operations and financial reports, including
the annual audit, and report on them to the full board in regular meetings.
Chair – Barb McNab
   Carol Seeger (Chair)
   Bernadine Craft (Chair-elect)
   Nish Goicolea (Past Chair)

GRANTS COMMITTEE
POLICY: The Grants Committee shall consist of a committee chair and a
minimum of three board members. The committee will monitor all grant
operations and serve as grant evaluators for specific grant lines.
Chair – Isabel Zumel
   Scott Henkel (ex officio)
   Warren Murphy
   Sarah Jo Sinclair

ADVOCACY TASK FORCE
POLICY: The Advocacy Task Force works closely with the board chair and
the executive director to create an annual advocacy strategy and coordinate
the board-related portions of the advocacy plan with fellow board members.
Chair – Bernadine Craft
   Milward Simpson
   Sarah Jo Sinclair

LEGACY FUND TASK FORCE
POLICY: The Legacy Fund Task Force, called for by the board chair, works closely
with the board chair and the executive director to create a development policy,
including annual targets, as well as an investment review policy and a policy/process
for use of the Legacy Fund current reserve account.
Chair – Milward Simpson
   Kristi Wallin
   Mary Guthrie
   Nancy Guthrie
On September 29, 1965, President Lyndon Johnson signed the National Foundation on the Arts and the Humanities Act into law. The act called for the creation of the National Endowment for the Humanities (NEH) and the National Endowment for the Arts (NEA) as separate, independent agencies. The Washington Post called the creation of the endowments "a momentous step."

More than two hundred people filled the Rose Garden for the bill signing ceremony. The guest list included actor Gregory Peck, historian Dumas Malone, photographer Ansel Adams, writer Ralph Ellison, architect Walter Gropius, and philanthropist Paul Mellon. The ceremony marked the highpoint of a day devoted to celebrating culture. Vice President Hubert Humphrey hosted the Rose Garden reception and Harkness Ballet performed that evening in the East Room of the White House.

The bill they gathered to celebrate was the culmination of a movement calling for the federal government to invest in culture, just as it had with science. As Glenn Seaborg, the head of the Atomic Energy Commission, told a Senate committee: "We cannot afford to drift physically, morally, or esthetically in a world in which the current moves so rapidly perhaps toward an abyss. Science and technology are providing us with the means to travel swiftly. But what course do we take? This is the question that no computer can answer."

The groundswell that led to the bill began in 1963, when three scholarly and educational organizations -- the American Council of Learned Societies (ACLS), the Council of Graduate Schools in America, and the United Chapters of Phi Beta Kappa -- joined together to establish the National Commission on the Humanities. They instructed the commission to conduct a study of the "state of the humanities in America." In June 1964, the commission released its report. It found that the emphasis placed on science endangered the study of the humanities from elementary schools through postgraduate programs. In order to correct the balance, it recommended "the establishment by the President and the Congress of the United States of a National Humanities Foundation."

Politicians in Washington heeded the commission's advice. In August 1964, Congressman William Moorhead of Pennsylvania proposed legislation to implement the commission's recommendations. Support from the White House followed in September, when President Johnson lent his endorsement during a speech at Brown University.

In March 1965, the White House took the lead on the issue, proposing the establishment the National Foundation on the Arts and Humanities and requesting $20 million in startup funds. The commission's report had generated other proposals, but the White House's comprehensive approach eclipsed them. It called not only for the creation of two separate agencies -- one devoted to arts and one devoted to humanities -- but also for each agency to be advised by a governing body comprised of leaders in their field.

Senator Claiborne Pell of Rhode Island and Representative Frank Thompson, Jr., of New Jersey introduced the bill to their respective Houses, where they immediately found co-sponsors. Pell told reporters that that bill represented "the first time in our history" that "a President of the United States has given his administration support to such a comprehensive measure which combines the two areas most significant to our nation's cultural advancement and to the full growth of a truly great society." In mid-September 1965, Congress passed the bill, paving the way for the Rose Garden ceremony.
National Foundation on the Arts and the Humanities Act of 1965
(P.L. 89-209)

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

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

SHORT TITLE

Section 1. This Act may be cited as the "National Foundation on the Arts and Humanities Act of 1965".

DECLARATION OF FINDINGS AND PURPOSES

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

(1) The arts and the humanities belong to all the people of the United States.

(2) The encouragement and support of national progress and scholarship in the humanities and the arts, while primarily a matter for private and local initiative, are also appropriate matters of concern to the Federal Government.

(3) An advanced civilization must not limit its efforts to science and technology alone, but must give full value and support to the other great branches of scholarly and cultural activity in order to achieve a better understanding of the past, a better analysis of the present, and a better view of the future.

(4) Democracy demands wisdom and vision in its citizens. It must therefore foster and support a form of education, and access to the arts and the humanities, designed to make people of all backgrounds and wherever located masters of their technology and not its unthinking servants.

(5) It is necessary and appropriate for the Federal Government to complement, assist, and add to programs for the advancement of the humanities and the arts by local, State, regional, and private agencies and their organizations. In doing so, the Government must be sensitive to the nature of public sponsorship. Public funding of the arts and humanities is subject to the conditions that traditionally govern the use of public money. Such funding should contribute to public support and confidence in the use of taxpayer funds. Public funds provided by the Federal Government must ultimately serve public purposes the Congress defines.

(6) The arts and the humanities reflect the high place accorded by the American people to the nation's rich cultural heritage and to the fostering of mutual respect for the diverse beliefs and values of all persons and groups.

(7) The practice of art and the study of the humanities require constant dedication and devotion. While no government can call a great artist or scholar into existence, it is necessary and appropriate for the Federal Government to help create and sustain not only a climate encouraging freedom of thought, imagination, and inquiry but also the material conditions facilitating the release of this creative talent.

(8) The world leadership which has come to the United States cannot rest solely upon superior power, wealth, and technology, but must be solidly founded upon worldwide respect and admiration for the Nation's high qualities as a leader in the realm of ideas and of the spirit.

(9) Americans should receive in school, background and preparation in the arts and humanities to enable them to recognize and appreciate the aesthetic dimensions of our lives, the diversity of excellence that comprises our cultural heritage, and artistic and scholarly expression.

(10) It is vital to democracy to honor and preserve its multicultural artistic heritage as well as support new ideas, and therefore it is essential to provide financial assistance to its artists and the organizations that support their work.

(11) To fulfill its educational mission, achieve an orderly continuation of free society, and provide models of excellence to the American people, the Federal Government must transmit the achievement and values of civilization from the past via the present to the future, and make widely available the greatest achievements of art.

(12) In order to implement these findings and purposes, it is desirable to Establish a National Foundation on the Arts and the Humanities.

AN ONGOING EXPERIMENT:

STATE COUNCILS, THE HUMANITIES, AND THE AMERICAN PUBLIC

ELIZABETH LYNN
WITH FOREWORD BY PETER LEVINE

KETTERING FOUNDATION 2013
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ELIZABETH LYNN’S PAPER ON THE HISTORY of the state humanities councils uncovers an essential story. It is important not only for people interested in the councils, but also for anyone concerned about the deeply troubled condition of the humanities and public life in America today.

As Lynn notes, the National Endowment for the Humanities was launched at a special time. In 1965, the federal government was rapidly expanding its role in many areas, buoyed by widespread public trust. Three-quarters of Americans then said they generally trusted the government, a number that had fallen to thirty percent by 2010. In the mid-1960s, for better or for worse, most Americans accepted the logic that if something was important, the federal government should fund it.

People also deferred relatively obligingly to expertise and professionalism. Few then would balk at the idea that scholars could decide who in their own guild should get the public money. The 1960s were the heyday of a style of government that the political scientist Theodore Lowi named “interest group liberalism.” Governments delegated their decision-making authority to specialized groups, so that not only did scientists allocate the funds of the National Science Foundation, and artists choose the grantees of the National Endowment for the Arts, but the Department of Agriculture delegated its regulatory authority to a Cotton Board, a National Potato Promotion Board, and an Egg Board. Meanwhile, members of Congress engaged in widespread logrolling: voting for one another’s programs without supporting them in principle. Urban liberals would vote for the Farm Bill, and rural conservatives would help fund the National Endowment for the Arts, with no one sincerely endorsing the whole package. Delegation and logrolling were two hallmarks of interest-group liberalism. Both were alternatives to the idea that the public or its elected representatives must deliberate about how to allocate public resources.

Finally, this was a time when the humanities themselves were confident and relatively uncontroversial. The American academy had absorbed the distinguished scholars trained in the Germanic tradition, who had been exiled by Hitler. Those continental exiles mingled with writers of the kind of literary nonfiction and criticism that had traditionally predominated in the English-speaking world. Critical theory and postmodernism were still off on the horizon. Humanists tended to celebrate the American constitutional order, and their topics were palatable to a broad audience of taxpayers—mostly great books by dead Europeans and Americans rather than controversial
cultural theory. In short, humanities professors not only benefited from the general trust for experts and professionals, but their disciplines still enjoyed an honored place in the culture.

Given these conditions—public support for federal spending, a widespread pattern of delegating governmental decisions to experts, and the high prestige of scholarship in the humanities—it was good politics to invest federal dollars in “the best” humanities scholarship, mostly conducted in the nation’s flagship institutions. That was the founding model of the NEH.

But the situation quickly changed. Trust in the government and other institutions collapsed, and the humanities classroom became a rhetorical battleground. Under duress and at the height of the Vietnam-era campus turmoil (just after the Vice President of the United States had decried the country’s “effete corps of impudent snobs who characterize themselves as intellectuals”), the NEH decided to create state-based programs on a pilot basis. These programs would be more populist, diverse, participatory, and pluralist than the national grants program itself. They might bridge the emerging gap between beltway bureaucrats and tenured professors, on one hand, and regular citizens, on the other.

It turned out that the state humanities councils were dynamic, drawing together an impressive and energetic cadre of active citizens who cared about the humanities. The NEH’s national leaders soon came to realize that their most energetic supporters were in the state councils, and they have turned to these supporters repeatedly to save the funding for the Endowment itself. Lynn insightfully follows the story up to the present moment, showing that the NEH and the state councils have adapted to changes in politics and culture with successive new justifications of the humanities in a democracy.

Today, shrinking enrollments and subsidies for higher education lend the humanities an air of crisis. Early in 2013, the governor of North Carolina announced a plan to reduce public support for college majors that did not lead to jobs. He announced this policy on the radio program of former NEH chairman Bill Bennett, who holds a PhD in philosophy. According to Kevin Kiley of Inside Higher Ed, “The Republican governor also called into question the value of publicly supporting liberal arts majors after [Bennett] made a joke about gender studies courses at UNC-Chapel Hill. ‘If you want to take gender studies that’s fine, go to a private school and take it . . . . But I don’t want to subsidize that if that’s not going to get someone a job.’” Gender studies encompasses social science research, but the other departments that would suffer the most from cuts would likely be in the humanities.

Although this moment is particularly difficult, the debate about the public value of the humanities is a perennial one. The word “humanist” derives from the informal name for a new kind of tutor who emerged during the Renaissance. Medieval universities had offered a curriculum that strongly emphasized abstract, theoretical, and technical subjects—above all, philosophy and theology. The main purpose was to prepare senior churchmen. Young men interested in secular, public roles—as courtiers in monarchies or office-holders in republics—sought a different kind of education
that was more practical, concrete, and likely to make them persuasive in public. They attended universities and paid private “humanists” to tutor them on the side, or else they simply studied with humanists, whose curricula began to influence the grammar schools and then the universities of Europe.

The original purpose of the humanities, in short, was to prepare young men to be effective public speakers and to have secular public virtues. The mainstay of humanistic education was the study of narrative, both historical and fictional. Philosophy was also studied, but the focus shifted from abstract arguments to characters like Socrates and the literary form of works by authors like Plato, Seneca, Erasmus, and Montaigne.

Shakespeare had a humanistic education in his grammar school, and he nicely summarizes its goals at the beginning of *The Taming of the Shrew*. Young Lucentio hopes to “deck his fortune with his virtuous deeds”—and to accomplish that, he needs an education. He sets off for the great medieval university of Padua, where he plans to “plunge . . . in the deep” by studying philosophy. The form of philosophy that he would encounter at Padua would be scholasticism, the impressively developed and refined offshoot of Aristotle’s thought. He is rather like a young person today who wants to study economics: a difficult, highly technical discipline that promises professional career opportunities and that pretends to explain important general questions. His servant (and perhaps tutor), Tranio, suggests that he should mix that diet with some literature and rhetoric:

Mi perdonat, gentle master mine,  
I am in all affect as yourself;  
Glad that you thus continue your resolve  
To suck the sweets of sweet philosophy.  
Only, good master, while we do admire  
This virtue and this moral discipline,  
Let’s be no stoics nor no stocks, I pray;  
Or so devote to Aristotle’s cheques  
As Ovid be an outcast quite abjured:  
Balk logic with acquaintance that you have  
And practise rhetoric in your common talk . . . (I.i)

Although the humanities originated as preparation for public life and “common talk,” in the century after Shakespeare humanistic scholars became increasingly sophisticated about the texts they taught and the historical contexts in which those texts originated. The original idea was to inspire young men with the examples of heroes from the classical past. But the more that humanistic scholars understood classical civilization, the more remote, complex, and varied it appeared. They pursued the truth with the most sophisticated available research tools, treating their impact on students as secondary. The Battle of the Books that broke out in England around 1700 appeared to be a humorous debate between the “wits” and the “pedants,” but in part it was a conflict between amateur enthusiasts of classical texts and professional classicists.
Insofar as the amateur enthusiasts—the “wits”—made a serious case for their side, they argued that the humanities should support public life. The pedants retorted that the amateurs did not really understand the texts they alone appreciated.  

This debate has never been resolved, and perhaps never will be, because there is enduring merit in two conflicting ideals: accessible, participatory public humanities, and the standards of professional scholarship. But as long as we expect the public to fund the humanities with their taxes, it will be essential to make a persuasive case to voters. That case must somehow honor both rigor and relevance, both scholarly excellence and some kind of “common talk.” Lynn shows that, in America at least, state councils have been uniquely charged (or burdened) with managing this tension on behalf of the humanities as a whole. As we debate the role of the humanities in the 21st century, the council movement that began in the 20th needs to be much better understood. This essay offers an essential introduction, and invites us to ask what the next half-century should look like.

ENDNOTES

1. American National Election Studies data, analyzed by the author.
1965 WAS A SIGNATURE YEAR in American legislative history. Between April and November, President Lyndon Baines Johnson signed the Voting Rights Act, Elementary and Secondary Education Act, Higher Education Act, Water and Air Quality Acts, and Social Security Amendments that created Medicaid and Medicare. Tucked in among these landmark Great Society programs was the National Foundation on the Arts and Humanities Act, which established the National Endowment for the Arts and the National Endowment for the Humanities.

Six years later, with much less signatory flourish, the novice National Endowment for the Humanities (NEH) started an experiment of its own. Under pressure from Congress, though inwardly unsure about the merits of the enterprise, NEH launched a test group of six “state-based programs” to explore how best to bring the humanities to the American public.

Their uncertain experiment is still with us today in the form of a public humanities movement, a set of supporting institutions, and a continuing question about the role of the humanities in American public life. There are now 56 state humanities councils, one in every state and territory. These councils receive more than one-third of all NEH program funds (over $40 million in FY2011) and they raise almost as many dollars in state and private funds. Each year they conduct many thousands of programs nation-wide, providing what former NEH Chairman Jim Leach has called the “finest outreach education in the humanities in the world today.” And yet, at their core, these councils are still exploratory organizations. They are still asking—and seeking to answer in new ways from year to year—what the humanities can do to enhance American public life.

There are lessons to be drawn from this ongoing experiment in bringing the humanities to the public, both for those who worry about the health of the humanities and for those who seek to strengthen American public life. This paper draws on the author’s research into the state council movement to suggest what might be learned from it.
In tracing their origins, state humanities councils routinely look back to the early 1960s, to the era of Kennedy’s “New Frontier” and Johnson’s “Great Society,” and to the 1965 legislation that established the National Endowment for the Humanities. Yet if we revisit that seminal moment we find that the key players were focused almost entirely on the academic humanities. State humanities councils were not even a glint in the NEH founders’ eyes, much less part of their original plan.

The animating purpose of NEH was to secure recognition and a share of federal funding for America’s “academic humanists”—scholars of various humanities disciplines (history, literature, languages, philosophy) who had professionalized in the late nineteenth and early twentieth century, and who increasingly saw themselves as members of a guild rather than as members of an educational institution, state, or community. In the trenchant words of Ellen Lagemann and Harry Lewis:

As their affiliations shifted from educational institutions to academic guilds, faculty members identified themselves more with national professional communities than with the local residential communities in which their institutions were located. With this cosmopolitanism came a related shift in professional identity: professors’ disciplinary affiliations trumped their status as teachers.

The result, note Lagemann and Lewis, was that “research, publication, and national reputation became more important to professors’ advancement than their skill and devotion as educators.”

But even as academic humanists increasingly defined themselves through their research, they were being overshadowed by colleagues in the sciences. Federal funding for the sciences had grown rapidly in the years after World War II, first through research support, particularly from the military, and then through the establishment of the National Science Foundation in 1950. In the words of Barnaby Keeney, who would chair the first national commission on the humanities, and later, the NEH itself, “The results created an imbalance in the universities and colleges—despite the evident benefits for education in general. Federal funds were relatively abundant for the sciences, but they were entirely lacking for the humanities and the arts.”

Balancing The Scales

In 1963, the American Council of Learned Societies, the Council of Graduate Schools in the United States, and the United Chapters of Phi Beta Kappa Society organized a National Commission on the Humanities, hoping to address this imbalance in funding and to
promote the value of work done by academic humanists. The Commission brought together university professors and presidents, business and professional leaders, and school administrators to study the state of the humanities and make recommendations to Congress.

A year later, the Commission published its report, recommending, as expected, that the President and Congress establish a National Humanities Foundation. As Robert Conner has observed, the report offered three key arguments in favor of allocating federal funds to support the arts and humanities. First, these funds would begin to correct the imbalance with science by supporting research in the humanities. Second, they would help America secure its international cultural status on the world stage by supporting the arts, and thus help win the Cold War against the USSR. And third, they would strengthen democracy itself by creating better citizens.4

In putting forward this last argument, the writers of the report made several claims, which were later redacted into the following declaration in the 1965 legislation—a declaration that has served as a veritable proof text for NEH and the state councils ever since:

Democracy demands wisdom and vision in its citizens. It must therefore foster and support a form of education, and access to the arts and the humanities, designed to make people of all backgrounds and wherever located masters of their technology and not its unthinking servants.5

This brief but by now iconic statement introduced two key arguments for the value of the public humanities. One argument might be called the principle of access—the doctrine that all citizens, regardless of background and “wherever located,” deserve access to the humanities. The principle of access underlies a broader tradition of education for democracy, manifest in the land grant movement of the nineteenth century and the educational broadcasting movement of the twentieth. The same principle of access has also animated the work of many state humanities councils, and continues to define the purpose of that work for many council leaders today.

A second key argument embedded in the proof text is what we might call the democracy needs argument. This argument asserts a direct link between the humanities and good citizenship in the form of a syllogism: Democracy needs citizens who have X. The humanities cultivate X. Therefore, democracy needs the humanities. This syllogism would appear time and again in the following decades to justify the value of the humanities for American democracy, with X redefined in light of the particular concerns of each era. Thus, to jump ahead to the 1980s: Democracy needs citizens who appreciate difference. The humanities cultivate appreciation of difference. Therefore democracy needs the humanities. Or, in the early years of this century, after the attacks of 9/11: Democracy needs citizens who appreciate American history and values. The humanities cultivate appreciation of American history and values. Therefore, democracy needs the humanities. In our own moment, X is clearly civility and civic engagement. Democracy needs citizens who are civil and civically engaged. The humanities cultivate civility and civic engagement. Therefore democracy needs the humanities.

In the 1964 report, however, X is defined as “wisdom and vision” and further elaborated as the kind of wisdom and vision that makes us “masters of technology rather than its unthinking servants.” These brief, pungent phrases signal a concern amplified elsewhere in the report; namely, that technology is creating a society of people with free time but not
free minds—people who cannot think for themselves and who are therefore not true individuals, autonomous and free.

According to the authors of the 1964 report, the humanities offer just the cure for this disease, because they cultivate individuals who can think for themselves against the increasing drone and distraction of a mechanized world. The humanities comprise an “attitude toward life,” suggests the report, and this attitude “centers on concern for the human individual: for his emotional development, for his moral, religious and aesthetic ideas, and for his goals—including in particular his growth as a rational human being and as a responsible member of society.” The humanities and also the arts are essential to helping the individual reach “his fullest potential [and] make his fullest contribution.” And finally: “The arts and humanities, and the study of them, are therefore where we look most directly for enrichment of the individual’s experience and his capacity for responding to it.”

Without individual enrichment, our increased opportunity for leisure will lead us directly to the dark side, the report announces with rhetorical flourish. “When men and women find nothing within themselves, they turn to trivial and narcotic amusements, and the society of which they are a part becomes socially delinquent and potentially unstable. The humanities are the immemorial answer to man’s questioning and to his need for self-expression; they are uniquely equipped to fill ‘the abyss of leisure.’”

The Humanities Commission Report was widely circulated and well received, and its recommendations were soon realized. In 1965, as we have noted, President Johnson signed the National Foundation on the Arts and Humanities Act, giving birth to the National Endowment for the Humanities and the National Endowment for the Arts. Remarkably, this piece of legislation enjoyed the most cosponsors of any in that first session of the 89th Congress.

Congressional discussion sounded themes similar to those found in the 1964 Commission Report. Consider, for example, the following statement in the House debate from Congressman Frank Thompson, D-NJ:

The ultimate end is to develop the capacity of all our citizens for the full enjoyment of their lives intellectually, aesthetically, and to the moral opportunities [sic]; all the rest is means. . . . If we have no intellectual, aesthetic, or moral opportunities as we move into automation, we will be, indeed, a sick society and much of the sickness called delinquency is due to the fact many people lack that purpose which comes from values deeper than power.

Thanks to the efforts of Frank Thompson, Claiborne Pell, John Brademas, and others in Congress, the National Endowment for the Humanities was established that year, equipped with a mission to cultivate democracy and vision in all citizens, but animated by a particular interest in supporting and forwarding the work of academic humanists. The new endowment accordingly structured its activities into three divisions: research, education, and public programs, with the latter designed to support existing national and regional cultural institutions, such as libraries and museums. The idea of the state humanities council had not yet been born.
The Idea of State-Based Humanities Programs emerged only five years after the signing of the National Foundation on the Arts and Humanities Act, and under instructive circumstances. The year was 1970. NEH was up for reauthorization, and it was being pressed by congressional supporters to do something that would help the American people understand the need for continued funding. “The humanities” then, as now, were a hard sell at home. The National Endowment for the Arts had state agencies to support the arts, and these agencies were making their own case effectively—in some cases even raiding NEH coffers for additional funds to support their work. Unlike artists, however, humanists were increasingly tucked away on college and university campuses. The situation presented difficulties for congressional representatives who had to defend humanities expenditures to their own constituents. If no one knew what the humanities were, how could they be explained?

NEH responded to the pressure by suggesting a regional approach to fostering greater public appreciation, an approach that would utilize the network of major organizations (libraries, museums, colleges, historical societies) already receiving support through its Division of Public Programs. Congressional advocates disagreed; they argued that a state-level approach would be more effective in creating the kind of grassroots support that would help them make their case on Capitol Hill.

Under duress from Congress and the arts world alike, NEH agreed to experiment with “state-based programs” in the humanities in six states, starting in 1971. Thus began a self-conscious experiment—both organizationally and programmatically—with the humanities in American public life.

The Volunteer Committees

Starting out, the Division of Public Programs at NEH decided to experiment with three different organizational models, each tested out in two states.

1. In Maine and Oklahoma, it authorized state arts agencies to do humanities programming.
2. In Georgia and Missouri, it created humanities programs within university extension services or divisions of continuing education.
3. In Wyoming and Oregon, it created a new freestanding organization, in the form of a volunteer committee. The committee could include representation from existing agencies with an interest in particular forms of the humanities (historical societies, libraries, colleges, or archives, for example) and could also include citizens from different domains (public members, as they came to be
known), but they were all expected to share an interest in bringing
the humanities to the public.

Within a year, the results of this part of the public humanities experiment were
in—and they were definitive. In a kind of Goldilocks moment, NEH found that the arts
agencies did not focus enough attention on the humanities, and the continuing educa-
tion agencies did not engage a wider public. But the volunteer committees were just
right. In the words of one chronicler, “The NEH had discovered that volunteer state
committees were the most effective bodies for delivering humanities programs to the
public audiences which the Endowment wished to reach.”

In fact, these new groups of scholars and citizens were unexpectedly energetic
and passionate. As one state committee member put it, Washington D.C. realized that
it now had “a tiger by the tail.” In the words of another observer, “The program is
releasing energies in the humanities in local contexts more effectively than would hap-

What exactly was the nature of this “energy”? This, it seems to me, is worth ex-
ploring. Here, as a preliminary attempt, I would note three features.

First, the committees brought together people who were not usually in conver-
sation with one another, crossing boundaries that seemed, by the 1970s, to divide
disciplines, institutions, and—most notably—academic professionals and the lay pub-
lic. Thus, to offer one example, the Indiana volunteer committee formed in late 1971
began with the dean of Indiana’s only “evening college,” another educational adminis-

Second, the volunt-
eers shared a common devotion to their mission, which was to
connect the humanities to the public, and a unifying sense of being explorers on a new
frontier. In a 1993 interview, the philanthropist or “public citizen” in the group, Virginia
Ball, explained that the mission created a powerful, cohesive force across the group’s
many differences. “It was a strong committee,” she observed. “I think it was strong
because it was so diverse. And [yet] we all worked together, everyone was pulling
together. It was a very cohesive group . . . very cohesive toward our projects or our real
philosophy of getting the academics, the humanities, into the public.” Ball, a veteran of
many other civic groups and organizations, mused, “it was an interesting experience—
probably the most interesting, really, I’ve ever done.”

Third, as the mission itself ensured, the people who joined these committees (or
at least the people who stayed) were “both/and” people. They were deeply interested
both in ideas and in their larger communities. In the words of NEH staffer Todd Phillips,
these were people who had a “dual capacity for abstract thought and pragmatic activ-
ity”—and not just a capacity, but a passion, for both.
Indeed, one significant accomplishment of the state council movement may turn out to have been the creation of these committees (now boards), as a unique network of scholars and public citizens with a shared passion for ideas and an attachment to their own communities and states.

The Great Public Policy Experiment

The volunteer committees were organizational experiments. But they were also, at heart, social experiments. Through these programs, the NEH sought to “reintroduce” the academic humanities to the American public—creating a meaningful relationship where one no longer existed. As NEH chairman Ronald Berman somberly remarked in his 1973 address at the first national meeting of the state committees, “The state-based program . . . bears the burden of reintroducing the humanities into American life at the most immediate level—at the level of the individual adult citizen.”14

Looking back on that time, in 1993 Indiana committee member Virginia Ball remembered well the sense of “burden.” “We were charged to bring the ivory tower of academia down to the public. . . . And, as I say, neither of them really cared whether the other one existed!”15

In order to help the academy and the public learn to care for one another, the Division of Public Programs initially added a third element to the programmatic mix: public policy. The state-based programs were charged with focusing on public policy issues of interest to the out-of-school public, organized around state themes and illuminated by the expertise of humanities scholars. By targeting out-of-school adults, the programs would not intrude upon the other research and education agendas of NEH. By focusing on public policy, they would hopefully solicit broad participation and add some “moral urgency” to the mix.16 By including humanities scholars, they would demonstrate the relevance of the humanities to the lives of ordinary Americans. And by adopting state themes, their activities would have greater focus and unity.

The new state-based programs put public policy into their organizations’ titles (as in the Maine Council for the Humanities and Public Policy, or Vermont Committee on the Humanities and Public Issues) and went to work trying to figure out how to operationalize the program mission. Not surprisingly, different states interpreted and implemented the mission in different ways. Indiana, for instance, defined public policy as matters on which the public could vote, and put humanists into dialogue with members of the public on these issues. California, on the other hand, focused more intensely on the theoretical interplay between the humanities and public policy, developing discussions among humanists and policy specialists, and chose not to worry too much about public engagement.

The overall effect of the public policy framework, however, was to redefine the humanities as a kind of policy expertise, embodied in the person of the humanities scholar. Throughout the 1970s, as a result of these programs, academic humanists were sent forth into a variety of settings, from hospitals to town halls, to share their expertise. They sat on panels alongside government officials and policy analysts, offering historical perspective on wastewater management or a philosophical critique of the concepts of justice underlying urban development policies. They led discussions of literature with municipal planners, as in the case of the “Circuit Riders” program
in the state of Maine. They moved into medical schools as philosophers in residence, joining staff meetings as members of the healthcare team.

The experimentation was energetic—but the results were decidedly mixed, both from the perspective of the public and from the perspective of the academy. Bob Burns described some of the challenges for the public in his 1993 interview:

> The public policy part of it wasn’t too hard to grab hold of because all the poverty issues, and women’s issues were getting forward. And people were getting very serious about them at that time. . . .
> But how you got the humanities issues tied in with that . . . was extremely difficult. And extremely difficult to explain to people in the local communities who were trying to write the proposals. They understood the public policy part. But, you know, “how do you get the humanities in the discussion? Give me some examples of humanities insights.” OK, then there’s a painful silence.17

Meanwhile, the academic humanists were struggling as well. In his 1979 paper on “The Humanities and the Civic Self,” the ethicist William May observed that the public policy mandate had effectively eliminated some scholars from programs “and tempted still others to bend their subjects in grotesque ways.” The humanities are “essentially social,” argued May, “not contingently social—as if they acquire a social significance only when they take up a contemporary public theme.”18

**A Tiger in the Tank**

In 1976, as part of its Congressional reauthorization, NEH lifted the public policy mandate and the state theme requirement as well, allowing state councils to interpret their mission of “bringing the humanities to the public” in a much broader range of ways. The Great Public Policy Experiment was over. But the volunteer committees were a singular success. Committees were now active in all 50 states—an energized new network of scholars and citizens drawn from a wide range of occupations and perspectives. “Nearly one thousand individuals now serve on the state committees,” wrote the NEH National Council. “They include business and labor leaders, farmers, university presidents, members of minorities, judges, housewives, retired people, scholars, public librarians and many others.”19

Indeed, NEH now understood that this tiger they had somehow caught by the tail was in truth the tiger in their tank—fueling their ability to hang on to public funding. When, in 1976, congressional advocates pressed to refashion the volunteer committees into government-affiliated state agencies, NEH politely but firmly demurred.

At the same time, NEH was understandably concerned about controlling the tiger. Following reauthorization and the removal of the public policy mandate, the Endowment’s National Council circulated a set of comments, carefully framed as suggestions rather than directives, encouraging councils to remain focused on their mission:

> The public interest will not be wisely served by the creation of “mini-Endowments” in each state—programs which fully duplicate
all of the functions and programs of the Endowment—because of the obvious danger of redundancy, inefficiency and waste of limited resources.

Committees, they warned, should not engage in scholarly activity, as that requires “national competition and review . . . Work in the humanities done by scholars for the primary use of other scholars lends itself to national, rather than local, review and support, since such activities almost always serve a scholarly community that transcends local boundaries.” Nor should they engage in “curricular support,” as that was already being funded by state and local government. Instead, declared the Council, they should “consider any and all programmatic means to increase what the law terms ‘public understanding and appreciation of the humanities.’”

The final line of this directive is telling. Having attempted to cordon off the professional research and education functions of the humanities from the work of these public-minded organizations, the National Council could do little more than simply refer the councils to the law and repeat their given mission: “to consider any and all programmatic means to increase what the law terms ‘public understanding and appreciation of the humanities.’” From the perspective of NEH, it was clear what councils should not be doing—but not clear, perhaps, what councils were supposed to do.
THE MISSION

The sole interest of a council is in the humanities and the general public. . . . No other agency makes that claim.

Donald Gibson, Director
NEH Division of Public Programs, 1982

VOLUNTEER COMMITTEES HAD PASSION, and they had funding, and they had a unique mission—to bring the humanities to the American public. At the same time, precisely because it was so unique, the mission was open to interpretation. The result, from 1971 forward, was a passionate, well-funded, sincere, and continually evolving attempt to work out, on the ground, just what the humanities can and should be to the American public. We have already seen how one early interpretation of that mission—the Great Public Policy Experiment—played out. What follows is a quick sketch of the various ways the mission has been interpreted across the years, categorized (no doubt too neatly) by decade. In brief, these interpretations of mission reflect shifting ideas, not only about what the humanities essentially are but also about what a democratic citizenry needs, along with evolving programming formats that seek—with varying success—to meet those needs.

1950s-60s: Cultivating the Individual
- Humanities as wisdom, embodied in classic texts and questions of Western culture
- Classic Format: study group
- Goal: autonomous individuals

Exemplary statement:
“The humanities . . . as an underlying attitude toward life . . . center[s] on concern for the human individual: for his emotional development, for his moral, religious and aesthetic ideas, and for his goals—including in particular his growth as a rational human being and as a responsible member of society.”—Report of the Commission on the Humanities, 1964.

1970s: The Great Public Policy Experiment
- Humanities as expertise, embodied in scholars’ testimony on public policy issues
- Classic Format: panel presentation
- Goal: informed voters

Exemplary statement:
The humanities . . . provide an historical and philosophical context for the choices which we must make as a society. . . . And it is for this reason that we make grants
to support the work of the state-based committees.”—National Endowment for the Humanities, 1973.

1980s: Multiculturalism
- Humanities as difference, embodied in interrogation of self and encounter with others
- Classic Format: the symposium
- Goal: prepared pluralist

**Exemplary statement:**
“Humanistic learning is implicated in the essential question of what it means to be human. It explores how people over time and in different cultures have answered that question in different ways and through different forms of expression so that finally we may confront the same essential questions in our daily life, in our own time and place.”—Report to Congress on the State of the Humanities, 1985.

1990s: Public Culture
- Humanities as insight, embodied in public scholarship and civic discourse
- Classic Format: national conversation
- Goal: thoughtful Americans

**Exemplary statement:**
“The improvement of American cultural conversation is the most important task of the humanities community in the last decade of this century.”—National Task Force on Scholarship and the Public Humanities, 1989.

2000s: Civic Engagement
- Humanities as connection, embodied in practices of reflection and dialogue
- Classic Format: community conversation
- Goal: engaged citizens

**Exemplary statement:**
“The Maryland Humanities Council brings communities together, promoting conversations about important issues. We encourage Marylanders with different backgrounds and viewpoints to see, hear and learn more about others and themselves. We believe that only informed, engaged citizens can build healthy, democratic societies.”—Maryland Humanities Council Mission Statement, 2012.
WHAT DOES THIS BRIEF FORAY into the rich history of the state humanities council movement suggest about the capacity of these organizations to help strengthen American public life? I leave that question open for discussion, but want to conclude by emphasizing three relevant lessons we might take from their “ongoing experiment.”

First, by establishing the National Endowment for the Humanities, Congress was drawn to notice the growing gap between the professional aspirations of academic humanists and the interests of the American public. The state humanities councils were created to bridge this gap by “bringing the humanities to the American public.”

Second, through the volunteer committees, councils created new networks of active citizens who were diverse in background and beliefs, yet commonly interested in ideas and in their own communities. The emergence and vitality of these networks point to some deeper possibilities for the role of the humanities in our democracy than the role carved out by a professionalized class of scholars. For example, they suggest that the humanities can be used to strengthen connections to our community and our fellow citizens, to spur commitment to broadly civic forms of action on behalf of that community, and to build comfort and skill in coping with diverse perspectives and values in civic life. In short, the humanities should be part of larger efforts afoot today to build civic capacity.

Third, through the evolving interpretation of their mission, the councils continuously reflect the predicaments of citizenship in our democracy. Decade after decade, they have identified and sought to address key challenges at the heart of public life as these rose into view—challenges directly related to the preparation of citizens for life in a democracy: challenges of cultivating autonomous individuals, informed voters, prepared pluralists, thoughtful conversationalists, and engaged community members.

These challenges do not disappear, of course. Instead they accumulate, adding to our complex and sometimes overwhelming sense of what is required of citizens in a democracy.

Arriving finally in our own moment, what challenge awaits? And how will councils now answer the question of the relationship between the humanities and democracy? Will they echo the interest in individual cultivation so forcefully expressed during the 1950s and early 1960s—that the humanities develop true individuals, free men and women who can think rationally and act responsibly in a society prone to entertainment and distraction?
Will they revive the great public policy experiment of the 1970s, arguing that the humanities are a form of expert knowledge, embodied in scholars who should be brought into decision-making settings to educate and inform citizen action?

Will they emphasize the discovery of sameness and difference, facilitated by the humanities, as especially important in a pluralistic society?

Will they pursue the hope of a better public culture, embodied in a national conversation led by scholars on enduring human questions—questions not so much about how we should vote as about how we should live?

Will they continue the trend of the past decade toward more local conversations, embedded in community, intent on civic engagement, in which the humanities are represented not by scholars so much as by practices, processes, resources, and goals?

Or will they address a new challenge, perhaps related to the increasing inequality in our society, or to the digital and global conditions in which we live today?

What kinds of citizens does democracy need now? And how will the humanities play their part?

2. Ellen Lagemann and Harry Lewis, *What is College For? The Public Purpose of Higher Education*, 17. Also see Harry Boyte, *Going Public: Academics and Public Life*.


5. National Foundation for the Arts and Humanities Act, Sec. 2, 1965. In the witty words of Esther Mackintosh, president of the Federation of State Humanities Councils, this statement “contains language so powerful in its description of the value of the humanities that by now those of us who work in this field have to suppress an impulse to stand and put our hands over our hearts when we recite it.” Mackintosh, “Untitled remarks for the New England Forum on the Humanities and Civil Society” (Boston: American Academy of Arts and Sciences, 2012), 1.


12. Virginia Ball, Transcribed Interview with Elizabeth Racette (Indiana University Oral History Research Center, 1993), 16, 14, 9. Alan Shusterman, who served as the Indiana council’s second director, described the board in much the same way. “And the group always was fairly cohesive. I mean . . . we all felt we were doing something important.”


15. Virginia Ball, 5.

16. John Barcroft, director of the Division of Public Programs for NEH in the early 1970s and lead architect of the State-Based Program, as it was then called, put the point with characteristic bluntness in his concluding remarks at the first national meeting of state committees, held in Washington, D.C. in May, 1973. “The focus on genuine public policy issues is crucial. . . . It is what gives the program its moral urgency, and without it, the program is in danger of becoming an interesting anomaly and no more.” Proceedings: National Meeting of State-Based Committees (National Endowment for the Humanities, 1973), 77.


18. William May, The Humanities and the Civic Self, 10.


23. American Council of Learned Societies, 1985, Report to the Congress of the United States on the State of the Humanities, xv. The Federation of Public Programs in the Humanities (today the Federation of State Humanities Councils) also sounded this theme in its 1980 national meeting with a workshop on cultural pluralism, deftly defining the decade to come.

24. James Quay and James Veninga, 18.

25. Maryland Humanities Council.
REFERENCES


Leach, Jim. “Re-Imagining the American Dream: the Humanities and Citizenship.” Speech presented at the National Humanities Conference, St. Petersburg, FL, November 3-6, 2011.


The State Program of the National Endowment for the Humanities: A Brief History. Author Unknown. 1994 draft. Files of the Federation of State Humanities Councils.

ABOUT THE AUTHORS

PETER LEVINE is the Lincoln Filene Professor of Citizenship & Public Affairs in Tufts University’s Jonathan Tisch College of Citizenship and Public Service and director of CIRCLE, The Center for Information and Research on Civic Learning and Engagement. He has a secondary appointment in the Tufts philosophy department. Levine graduated from Yale in 1989 with a degree in philosophy. He studied philosophy at Oxford on a Rhodes Scholarship, receiving his doctorate in 1992. Levine is the author of the forthcoming book *We are the Ones We have been Waiting for: The Promise of Civic Renewal in America* (Oxford University Press, fall 2013), five other scholarly books on philosophy and politics, and a novel.

ELIZABETH LYNN is the founder of the Center for Civic Reflection and director of the Institute for Leadership and Service at Valparaiso University, where she also teaches about philanthropy and conducts research on the role of the humanities in American life. Elizabeth serves on the Valparaiso Board of Zoning Appeals, the governing board of Indiana Humanities, and the advisory board for the Lake Family Institute on Faith and Giving at Indiana University. She is the co-editor with Adam Davis of *The Civically Engaged Reader* (Great Books Foundation, 2006) and holds a PhD in Religion and Literature from the University of Chicago.
“Attachments” by Dorothy Schwartz
AFFILIATION AGREEMENT
between
University of Wyoming
and
WYOMING HUMANITIES COUNCIL

THIS AFFILIATION AGREEMENT (the "Agreement") is made and entered into by and between the University of Wyoming Board of Trustees, ("University") and the Wyoming Humanities Council ("Council") this 1st day of February 2011 to set forth the objectives, understandings, and agreements with respect to the council's operation.

WHEREAS, the Council is an independent, nonprofit organization supported primarily by a grant from the Federal-State Partnership program of the National Endowment for the Humanities and from private contributions. The council provides grants and programs to communities throughout the state to promote public understanding, appreciation, and cultivation of the humanities. Offices of the Council are located at 1315 E. Lewis Street, Laramie, WY 82072; and

WHEREAS, the University owns the facility located at 1315 E. Lewis Street, Laramie, Wyoming and Licenses the facility; and

WHEREAS, the Council is a not-for-profit organization, mandated by Congress and funded by the National Endowment for the Humanities as an independent grant-making agency dedicated to supporting research, education, preservation, and public programs in the humanities. Disciplines include history, literature, philosophy, folklore, history of the arts or sciences, political science, religious studies, languages, anthropology, sociology, or other fields that study human culture and experience; and

WHEREAS, the Council and the University have maintained an affiliation for forty (40) years for their mutual benefit and, by the reason of changing circumstances, wish to reconfirm and restate the Affiliation Agreement herein to reflect those changing circumstances and to clarify the responsibilities of each party; and

WHEREAS, the University and the Council have agreed to the terms and conditions for extending the affiliation relating to licensed space, and operation of the Council's activities.

NOW, THEREFORE, the University and Council agree as follows:

1. COUNCIL ACTIVITIES.

A. Council shall maintain primary responsibility and ultimate authority and control over its activities and related administrative and operational responsibilities, including
planning and implementation, evaluation, scheduling, and any other responsibilities required by law, or other applicable governing bodies.

B. Council agrees to continue to judiciously consider grant applications from faculty, students, and university museums as well as partnerships.

C. Council agrees to provide general administrative services and staff necessary for the operation of the Council. All personnel employed by the Council shall be supported by the Council.

D. University agrees to provide, at no charge, the space and facilities at 1315 E. Lewis Street, Laramie, Wyoming, necessary for the Council until such time the University deems it necessary to raze building or change the use of facility. In the case of destruction of the building or a change in the use of the facility, another, comparable location appropriate to the functions of the Council will be found on the university campus.

E. While Council has ultimate authority over the operations, the parties acknowledge that University enters into this Agreement expecting that the Council will operate reasonably consistent with its activities, needs, and requirements. Accordingly, Council will make all reasonable, good faith efforts to provide and support an environment to non-profit groups and government agencies throughout Wyoming or Nonprofits outside Wyoming whose programs will occur in Wyoming to pursue humanities projects that complies with the grants requirements.

2. COUNCIL AND COUNCIL FACILITY.

A. Council shall execute a License with the University for License Facility as outlined in the License Agreement, attached hereto as Exhibit A and incorporated by reference herein.

B. Council through its Board of Directors and its Executive Director is and shall continue to be, responsible for establishing all Council operational policies. Such policies shall include determining the scope, staffing, and location of services provided.

3. OTHER KEY AFFILIATION TERMS.

A. The parties recognize that the success of the Affiliation Agreement is dependent upon each of the parties working in good faith with the other. The parties further recognize that continued success relies on maintaining the constructive and amicable communication between appropriate representatives of the Council and the University.
B. To assure coordination and communication between Council and University the Executive Director shall be invited and entitled to attend and participate in the relevant portion of meetings addressing the facility or other matters specifically related to the Affiliation. Similarly the University shall be invited and entitled to attend and participate in the relevant portion of management meetings addressing the Facility or other matters specifically related to the Affiliation.

C. The Council’s Executive Director and the University shall maintain ongoing communication as to matters arising hereunder, matters relating to common management and policy or matters otherwise impacting their counterpart.

4. TERM AND TERMINATION OF AGREEMENT.

A. This Agreement shall be effective for a period of ten-years (10) beginning 1st day of February 2011 and shall continue through 31st day of January 2021. This Agreement shall only be modified by written mutual agreement between the parties and may be extended only by mutual written agreement between the parties for a period not to exceed ten (10)-years. Either University {through the Office of the President} or Council {through notification from the Executive Director} may terminate the agreement by tendering one year written notice prior to the intended date of termination of any term. The consideration for each renewal period or any adjustment in or change to the terms shall be negotiated between the parties hereto at least 30 days prior to each renewal period.

B. This Agreement may be terminated, in whole or in part, for cause upon a Party’s prior written notice to the other Parties. Except as otherwise specified, such termination for cause shall be effective immediately. “Cause” shall include, without limitation:

i) material breach of this Agreement, subject to sixty (60) days to cure and a failure to cure by the end of sixty (60) days. This cure period shall be shortened if a shorter period is necessary;

ii) any Party’s loss of any insurance required herein;

iii) another Party’s conviction of a crime, or debarment by the federal or state government; or

iv) any Party’s loss or suspension of any license, permit or other authorization necessary to meet its obligations hereunder.
5. **Nondiscrimination.** The University and Council agree that in the performance or this Agreement there will be no discrimination in violation of Federal or State law or the Policies of the University of Wyoming, provided that University will provide Council a copy of such policies, as well as written notice of all amendments to such policies and procedures not fewer than thirty (30) days before their effectiveness. Specifically, the parties agree that in the performance of this Agreement, there will be no discrimination on the basis of race, color, sex, religion, sexual orientation, age, and national origin, the presence of any mental or physical disability.

6. **Insurance.**

   A. Council shall secure and maintain, or cause to be secured and maintained, during this Agreement’s term, worker’s compensation and comprehensive general insurance for itself and, as appropriate, for its officers, directors, employees, contractors, and agents, consistent with prevailing standards. Council will give University thirty (30) days’ advance written notice of any modification, termination, suspension, expiration or relinquishment of such insurance.

   B. Council agrees to defend, indemnify and hold harmless the University, its officers, and public employees as defined in Wyoming Statutes, from any and all claims arising from the negligent or wrongful acts or omissions of the Council.

7. **Applicable Law.** This Agreement is governed by the laws of the State of Wyoming, as well as all applicable Federal laws, regulations, and policies, including, but not limited to, all laws, rules, policies, and other terms applicable to Council’s grant(s).

8. **Assignability.** Neither party may assign or otherwise transfer or delegate any right or duty without the express written consent of the other party.

9. **Notices.** All notices or other communications purporting to exercise or otherwise affect rights and duties under this Agreement shall be given by registered or certified mail, addressed to the parties as indicated below, and are complete on the date mailed.

   Notices to University shall be addressed to:       Notices to Council shall be addressed to:

   Office of the President                  Executive Director
   University of Wyoming                      Wyoming Humanities Council
   Dept 3434, 206 Old Main                   1315 E. Lewis Street
   1000 E University Ave.                   Laramie, WY 82072
   Laramie, WY 82071

   Affiliation Agreement
10. AMENDMENT. This Agreement may not be waived, altered, modified, supplemented, or amended in any manner except by written agreement signed by both parties.

11. SEVERABILITY. If any term or provision of the Agreement is declared by a court having jurisdiction to be illegal or unenforceable, the validity of the remaining terms and provisions shall not be affected, and the rights and obligations of the parties are to be construed and enforced as if the agreement did not contain that term or provision.

12. MERGER. This Agreement constitutes the entire agreement between the Parties. This Agreement supersedes any other agreements or understandings between the Parties, whether oral or written, relating to the subject matter of this Agreement, with the exception of the License for the Council facility. No understandings, agreements, or representations, oral or written, not specified within the Agreement may be enforced by either party not may they be employed for interpretation purposes in any dispute involving this Agreement.

13. WAIVER. The failure of either party to exercise any of its rights under this Agreement for a breach thereof shall not be deemed to be a waiver of such rights, and no waiver by either party, whether written or oral, express or implied, or any rights under or arising from the Agreement shall be binding in any subsequent occasion; and no concession by either party shall be treated as an implied modification of the Agreement unless specifically agreed in writing.

14. SOVEREIGN IMMUNITY. The University shall retain all immunities and limitations of liability afforded by the Wyoming Governmental Claims Act, Statute § 1-39-101 et seq., and no waiver of such immunity or limitation is intended by this Agreement.

15. THIRD PARTY BENEFICIARY CLAUSE. This Agreement is intended to be a contract only between the Council and the University, enforceable only by the parties hereto, and no other party shall be entitled to claim under or by virtue of this Agreement as a Third-Party Beneficiary of this Agreement.

16. NO PRESUMPTION AGAINST DRAFTER. Lessor and lessee agree both participated in the drafting of this License Agreement. In any controversy, dispute, or contest over the meaning, interpretation, validity, or enforceability of this License or any of its terms or conditions, there shall be no inference, presumption, or conclusion drawn whatsoever against either party by virtue of that party having drafted this License or any portion thereof.

THE REMAINDER OF PAGE INTENTIONALLY LEFT BLANK
IN WITNESS WHEREOF, the Parties have caused this Agreement to be executed by their duly-authorized representatives on the date set out above.

University of Wyoming

[Signature]

Thomas Buchanan
President

Wyoming Humanities Council

[Signature]

Marcia W. Britton
Executive Director
EXHIBIT A

LICENSE AGREEMENT
between
UNIVERSITY OF WYOMING
and
WYOMING HUMANITIES COUNCIL

This License Agreement is made and entered into effective the 1st day of February 2011 by and between The University of Wyoming ("Licensor") and Wyoming Humanities Council, an independent nonprofit organization ("Licensee").

WHEREAS the Wyoming Humanities Council and the University of Wyoming have had an established informal cooperative relationship for forty (40) years, from 1971 through 2011; and

WHEREAS the Wyoming Humanities Council and the University of Wyoming desire to formalize their long-term relationship, specifying their mutual benefits and responsibilities;

NOW THEREFORE, for and in consideration of the mutual covenants and promises contained herein, the parties hereto agree as follows:

1. **Premises.** Licensor hereby Licenses to Licensee the following described property (the "Licensed Premises"), located at 1315 E. Lewis Street, Laramie, Wyoming and more particularly described as:

   Lot 4 in Block 3, University Place Addition to the City of Laramie, Albany County, Wyoming

2. **Use of Premises.** Licensee will use and occupy the Licensed Premises for its lawful business purposes which is the operation of a nonprofit humanities organization. Licensee will comply with all present and future laws, ordinances, rules, orders and regulations of all governmental authorities, which are applicable to the conduct of Licensee’s business on the Licensed premises.

3. **Term.** The term of this License shall be for a period of ten (10) years commencing on the 1st day of February 2011 and ending on 31 January 2021. This Agreement shall only be modified by written mutual agreement between the parties and may be extended only by mutual agreement between the parties.

4. **Licensor hereby agrees to provide:**

   A. Licensor agrees to provide space for Licensee’s operations at no charge.
EXHIBIT A

B. Licensor shall pay the costs for the following utility services for the Licensed Premises: electrical, gas, water, and sewer charges. Licensor further agrees to pay for the cost of janitorial and cleaning services for the Building, snow removal, lawn care, and outside cleaning and maintenance.

5. Licensee hereby agrees to provide:

A. Licensee agrees to continue to judiciously consider grant applications from faculty, staff, students and university museums as well as partnerships.

B. Licensee shall pay all costs for long distance phone (voice) line services and internet connection/services, including installation and/or removal or termination of service.

C. Licensee agrees to provide general administrative services and staff necessary for the operation of the Licensee. All personnel employed by Licensee shall be supported by Licensee.

6. Notice. Licensor’s business address for the purpose of notification under the terms of this License is:

Office of the President
Department 3434, 206 Old Main
1000 E. University Avenue
Laramie, WY 82071

With a Copy to:

UW Real Estate Operations
Dept. 3314, 201 Old Main
1000 E. University Ave.
Laramie, WY 82071

Licensee’s business address for the purpose of notification under the terms of this License is:

Executive Director
Wyoming Humanities Council
1315 E. Lewis Street
Laramie, WY 82072

In the event that the addresses listed above change, the party whose address has changed shall immediately notify the other party to this license of the change in writing.

7. Alterations, Additions, and Improvements.

A. Licensee shall not, at any time during the License term, make alterations, additions, or improvements in and to the Licensed Premises, except with prior written consent of the Licensor. No structural or any other portion of the Licensed Premises shall be demolished or removed by Licensee without the prior written consent of Licensor. Under the direction of the University’s Division of the Physical Plant, all approved
EXHIBIT A

alterations shall be performed in a professional workmanlike manner and shall not weaken or impair the structural strength, or lessen the value, of the Licensed Premises or the premises as a whole.

B. All alterations, additions, and improvements made on or in the Licensed Premises at the commencement of the License term, and those that may be erected or installed during the License term, shall become part of the Licensed Premises, except that all moveable trade fixtures installed by Licensee shall be and remain the property of the Licensee and may be removed by Licensee.

C. Licensee agrees to be solely responsible for payment of all improvements as agreed to by the Licensor, and to keep the premises free and clear from any liens, encumbrances or other charges incurred as a result of such improvements, Licensee shall not be entitled to encumber the Licensed Premises or its interest in this License.

8. Damage to or Destruction of Buildings and Grounds.

A. Licensee shall be responsible for all costs of damage or destruction to the Building or grounds, determined as vandalism caused by Licensee’s agents, employees, or invitees (other than the employees, agents or invitees of Licensor). Under the direction of the University’s Division of Physical Plant, Licensee shall promptly repair the damage caused by vandalism. If repairs are completed by the Licensor, Licensee shall be billed separately by the Licensor for the cost of any vandalism that is the Licensee’s responsibility, and said bill shall be paid by Licensee within sixty (60) days of receipt thereof.

B. The term “vandalism” as used herein shall be defined to mean the knowing defacement, injury, or destruction of Licensor or Licensee’s property without the consent of Licensor or Licensee.

C. By curing damage or vandalism, the life of the damaged component is neither renewed nor prolonged; it is simply restored to its condition prior to damage.

D. If the Licensed Premises shall be damaged or partially damaged by fire or other casualty, which shall, in the opinion of the Licensor or Licensee, make the Licensed Premises substantially unusable, this License may be terminated upon written notice by either party.
EXHIBIT A

9. Repair and Maintenance.

A. Responsibility. Except as may be addressed in particular in this section, Licensor shall be responsible for all Major Repairs and Non-Major Routine Maintenance and Non-Structural Repairs as defined below.

B. Major Repairs Defined.

i) Major building and facility repair and replacement means the repair or replacement of complete or major portions of Building and facility at its original capacity for its original intended use, including for compliance with the Americans with Disabilities Act. Such Major Repairs shall include the maintenance and repair of the Building’s (i) mechanical, electrical (including lighting), HVAC, elevator and plumbing systems; (ii) roof; and (iii) basic structure.

ii) Major shall also be defined as any maintenance or repair-related expenditure in excess of $2,750.00 or the then equivalent as adjusted every two years by the Wyoming Cost of Living Index. Licensor shall make a good faith estimate of repairs to determine whether they are “Major Repairs.”

iii) Non-Major Routine Maintenance and Non-Structural Repairs Defined. Non-Major Routine maintenance and non-structural repairs mean activities necessary to keep the Building in safe and good working order so that it may be used at its original or designed capacity, normal wear and tear excepted, for its intended purpose. Such Non-Major Routine Maintenance and Non-Structural Repair may include:

1) maintenance, repair and replacement of furnishings, fixtures, lighting, exterior entrances, windows, plate glass, as well as minor repairs and maintenance regarding electrical wiring, heating or plumbing fixtures, pipes, air conditioning or heating components;

2) keeping unclogged and in good repair all drains, traps and sewer pipes and maintain and leave same in good working order.

3) complying with the Americans with Disabilities Act (ADA) § 42 U.S.C. 121 et seq. Should future modifications to the Buildings and Grounds be necessary to remain in compliance with ADA or other similar laws, Licensor will be allowed to make such modifications.

10. Personal Property of Licensee. Licensee’s personal property in the Licensed Premises shall be at the risk of the Licensee as specified herein. Unless caused by the party (or the other party’s employee or agents) gross negligence or willful misconduct, a party shall not be
EXHIBIT A

liable for any damages to any personal property of the other party at any time in the Licensed Premises, which may be caused by fire, steam, electricity, sewage, gas or odors, or from water, rain or snow which may leak into, issue, or flow from any party of the Building or from pipes or plumbing works of the same, or from any other place or quarter, or from any damage done to property of a party in moving the same to or from the Building or Licensed Premises and in no event shall either party be liable to the other party for loss of business income or any other consequential damages.

11. Insurance. During the term of the License, Licensee shall obtain and maintain, at its own expense, insurance on its personal property and all contents owned by it and located on the licensed premises.

12. Successors and Assigns. The License and the terms and conditions hereof apply to and are binding on the purchasers, heirs, legal representatives, successors, assignees, agents and employees of both parties.

13. Assignment. Licensee shall not assign, mortgage, pledge, or encumber this License or sublet the Licensed Premises in whole or in part, or permit the Licensed Premises to be used or occupied by others without Licensor’s prior written consent.

14. Termination. Regardless of the stated term in Paragraph 3, either party shall have the right to terminate this License without cause by providing one year (1) written notice to other party. Licensee shall, on the last days of the License term, or upon earlier termination and forfeiture of the License, peaceable and quietly surrender and deliver the premises to licensor in the same condition and repair as when received by Licensee, reasonable wear and tear excepted.

15. Right to Cure a Breach. If a party breaches any covenant or condition in this License, the other party may, on reasonable notice to the breaching party (except that no notice need by given in case of emergency), cure such breach at the expense of the breaching party and the reasonable amount of all expenses, including attorney’s fees, incurred by the non-breaching party in doing so shall be deemed additional rentable payable on demand, subject to the notice provisions set forth above.

16. Time is of the Essence. Time is of the essence in all provision of this License.

17. Waiver. Neither party’s failure to insist on strict performance of any of the terms and conditions hereof shall be deemed a waiver of the rights or remedies that Licensor of Licensee may have regarding that specific term or condition.

18. Indemnification. Council agrees to defend, indemnify and hold harmless the University, its officers, and its public employees as defined in Wyoming Statutes, from any and all claims arising from the negligent or wrongful acts or omissions of the Council.
19. **Sovereign Immunity.** Neither party waives its sovereign immunity or governmental immunity by entering into this agreement, and each fully retains all immunities and defenses provided by law with regard to any action based on this agreement.

20. **Governmental Claims.** Any actions or claims against the Licensor under this Agreement must be in accordance with and are controlled by the Wyoming Governmental Claims Act, W.S. 1-39-101 et seq. (1977) as amended.

21. **Interpretation.** The Parties hereto agree that (i) the laws of Wyoming shall govern this Agreement, (ii) any questions arising hereunder shall be construed according to such laws, and (iii) this Agreement has been negotiated and executed in the State of Wyoming and is enforceable in the courts of Wyoming.

22. **Equal Employment Opportunity.** Both parties shall fully adhere to all applicable local, state, and federal law regarding equal employment opportunity. The Licensor’s policy is one of equal opportunity for all persons in all facets of the Licensor’s operations. Equal opportunity is offered to all officers, faculty and staff members, and applicants for employment based on their demonstrated ability and competence and without regard to such matters as race, color, national origin, sex, religion, sexual orientation, political belief, age, veteran status, or disability.

23. **Severability.** If any term or provision of this License shall be judicially determined to be illegal or unenforceable, the remainder of this License shall not be affected and shall remain in full force and effect.

24. **No Presumption against Drafter.** Licensor and Licensee agree both participated in the drafting of this License Agreement. In any controversy, dispute, or contest over the meaning, interpretation, validity, or enforceability of this License or any of its terms or conditions, there shall be no inference, presumption, or conclusion drawn whatsoever against either party by virtue of that party having drafted this License or any portion thereof.
Background:

Wyoming Humanities (WYH) is our state’s affiliate of the National Endowment for the Humanities (NEH) and one of 55 state and jurisdictional humanities councils. We are an independent 501c3 nonprofit organization and have promoted the public humanities in Wyoming through grants and programs since 1970. Our funding comes in the form of a general operating support grant from the NEH, special funding approved in every biennial budget from the legislature of the State of Wyoming, as well as private sources including foundation grants, corporate sponsorships, and individual donations.

In 2017, WYH completed an in-depth self-assessment for the NEH and in July 2017, the NEH conducted a site visit to our council resulting in a detailed assessment of our operations and programmatic impact. A final assessment report was approved by the National Council on the Humanities in April 2018. Such reviews are conducted every five years by the NEH and are used by state humanities councils to launch a new five-year strategy.

In thinking about what Wyoming Humanities should look like over the next two, five, or even ten years, WYH staff created this plan, with input from the NEH assessment, to make us more impactful and sustainable within the context of the current and anticipated cultural and socio-economic conditions in the U.S. and Wyoming. The contours of this plan were approved in October 2018 by our board of directors.

Our goal was to create a five-year plan that enables us to be agile and adaptive. We focused on creating intentional high-level directional goals for our organization with shorter-term strategies and action plans that aim in those directions. This allows both for experimentation and the ability to adapt to statewide needs and external impacts upon our organization. We are a small-but-mighty nonprofit whose plans must integrate the ambiguity that comes with working within the unpredictable federal, state, and private funding ecosystem of a state with a very small population.

Our process included a series of visioning sessions for the staff facilitated by Corey Billington, Entrepreneur in Residence at the University of Wyoming College of Business. The result of that process was a broad new mission and vision statement as well as a set of operating “norms” to facilitate operations. Input from the board of directors was incorporated from feedback provided in the assessment process and from conversations held in board meetings throughout 2017 and 2018.

From this work, the staff created a proposed set of high-level directional objectives and intermediate goals and measurable action plans. Upon review, the board of directors suggested important organizational values that remain constant throughout the duration of this plan. Our intention is to revisit the plan annually to adjust objectives and desired measurable impacts according to current external and internal constraints and requirements.
Purpose, Mission, and Vision:

Creating clear, succinct, understandable, and inspirational purpose/mission/vision statements has been a long-time challenge for state humanities councils. This is mainly due to general confusion about the classic description of the humanities, “of or pertaining to the human experience,” which enables nearly all knowledge and art to be framed as humanities. This broad definition makes it difficult to describe, and make a case for, our work. The constant need to justify and legitimize humanities disciplines in education, from elementary to university curriculum, exacerbates the challenge of defining just what the word “humanities” means—and how they can make a life-affecting difference—to the average person. This ambiguity has ultimately manifested as an advantage to the nation’s state humanities councils, all independent 501c3 non-profits. It enables the flexibility to create distinctive mission/vision statements that appropriately address the unique contemporary needs of their constituents. We don’t all look alike or do the same work. Wyoming Humanities (WYH) was able to focus on what our state needs at this time in order to shape our vision for our future and to freshly describe our ongoing five-decade-long mission.

There is no clear consensus on the definitions of, and differences between, a mission, vision, and purpose statement for a nonprofit. There is universal acceptance that we all must have these to drive our organizations, but the use and definition of a nonprofit’s “mission,” “vision,” and “purpose” is by no means standardized. Indeed, the lines are especially blurred between vision and mission statements. As a result, a whole new industry of consultants specializing in mission/vision statement development has arisen. WYH used the definitions promoted by the Aespire marketing/branding strategy firm to create our purpose, mission, and vision statements.

Our Purpose:

Purpose guides you. Why are you here? A purpose is “why” your organization has begun its journey, guided by the deeply-held values and beliefs that inspire it to make a difference. A purpose statement provides the reason or reasons you exist. It is typically a private statement that is used within the organization and is generally not used in marketing and branding to the public.

The founding purpose of our organization derives from our 50-year relationship with the NEH as a state humanities council and is shaped by the NEH Federal-State Office’s overall purpose and mission: We bring humanities education, lifelong learning, and public humanities programming to the communities of our states to advance knowledge and understanding of the humanities and increase public awareness of, access to, and support for the humanities.

Wyoming Humanities Purpose:

To improve the quality of life in Wyoming through public programs in the humanities.
Our Mission:

Mission drives you. A mission statement focuses on today and describes what the organization does and how it does its work. It defines the organization’s business. It is frequently used to help brand an organization in marketing and PR campaigns and keeps organizations focused on the ultimate goal of their work.

Our mission statement explicitly states our role in supporting democracy in Wyoming—both political and cultural democracy. We are here to encourage active participation in community cultural life and assure fair and equitable access to cultural resources in Wyoming. We protect and promote cultural diversity and the right to culture for everyone in our society.

Culture, including politics, is a human creation and constantly evolving. The humanities—all those activities that explore the human experience—are the tools we use to help explore, understand, and ultimately strengthen the democracy that binds us together in our state.

Wyoming Humanities Mission:
To strengthen Wyoming’s democracy through the humanities.

Our Vision:

Vision is what you aspire to. A vision statement focuses on tomorrow and describes what the organization will look like, or hopes to achieve, in the future. It is where you aspire to be. It describes future goals/dreams/achievements, the results you want to reach for, and frames a measurable impact you want to make. Vision keeps you on course to fulfill your purpose through the execution of your mission and, as such, influences all marketing and programming decisions.

Wyoming is at a crossroads. For many decades our state’s leaders have sought solutions to the boom-and-bust economic cycles and youth out-migration that have defined our state narrative. Our state’s leadership is ready to make changes to attract generations back home to Wyoming and build a welcoming and modern image that takes to task some of the myths about the static, western, “cowboy culture” that has been perpetuated over the last century. There is a hunger to explore the myths and create “new Wyoming narratives” that usher in a modern way of thinking about our state and its dramatic western landscape in order to promote economic development and diversification and foster interconnected and highly engaged communities. WYH is in a unique position to help the state highlight, share, and expand its cultural narrative.

Wyoming Humanities Vision:
An expanded Wyoming narrative that promotes engaged communities, improves our quality of life, and enhances our economy.
Connecting Purpose/Mission/Vision to Strategy

WYH has the potential to play a major role in helping the state move in new directions. In response to decades of boom-and-bust economic cycles and looming changes in the energy sector, and to attract younger generations back to the state and to meet the clear need to diversify the state’s economy, in November 2016, Governor Matt Mead created the Economically Needed Diversification Options for Wyoming (ENDOW) initiative to create an economic action that spans the next 20 years—efforts that go beyond this Governor and the next. For a year and a half, ENDOW conducted research and held dozens of public meetings, ultimately hearing from over 140,000 residents, and created a 20-year vision for our state submitted to the Wyoming Legislature in August 2018. This vision makes clear that the cultural arts and creative economy are vital to our state’s future—both in terms of creating a quality of life that will attract and keep new residents, and in pure economic development terms. WYH played a significant role in helping the ENDOW council understand the role of the cultural and creative economy. The report ultimately recommended more investment in the creative and cultural infrastructure of Wyoming to grow and diversify our economy.

WYH believes that the individuals and organizations that comprise the creative/cultural sector are an economic driver and act as a “force multiplier” in pure economic development terms. Proportionately, with about 5% of the workforce, Wyoming already has one of the nation’s strongest arts and cultural sectors. Over the coming five years, WYH will work closely with our state’s leaders to explore how stimulus investment in this sector could impact Wyoming’s economy. A key component of our five-year strategy is WYH serving as the leader of the statewide organizations that comprise the infrastructure of our creative/cultural ecosystem.

To articulate our five-year plan, including our serving as a statewide leader of the creative and cultural economy, we connect directly to our purpose, mission, and vision statements. From our purpose we emphasize “the humanities,” from our mission statement, we emphasize “democracy,” and from our vision statement, we emphasize “Wyoming narrative” and “engaged communities.” All that we do can be clearly tied to these core aspects of our DNA—which are the pillars that guide our direction. We call them our core values in action.

Our Core Values in Action

- **Fostering Critical Thinking and Lifelong Learning through the public humanities (from our purpose)**
- **Promoting Civics and Democracy to strengthen our democracy (from our mission)**
- **Raising Cultural Awareness to expand the Wyoming Narrative (from our vision)**
- **Engaging Communities to improve our quality of life (from our vision)**
- **Enhancing the Creative Economy to support economic growth (from our vision)**
Wyoming Humanities Five-Year Plan

Vision: Within five years we will have expanded the Wyoming narrative to promote engaged communities, improve our quality of life, and enhance our economy.

Mission: Strengthening Wyoming’s democracy through the humanities.

Goal 1: Lead Wyoming’s cultural infrastructure

Rationale: Because we are not a state agency, we are one of the only independent statewide organizations with the capacity to advocate for the entire creative and cultural economy while actively funding and supporting the network that comprises this economy. We do this through investments in the public humanities and through making the humanities easier to understand and relevant to daily life.

Objective 1: Become the primary point of contact for humanities and cultural project funding and partnerships

Action 1: Develop and launch 2019 grants strategy
Action 2: Develop a business sponsorship strategy
Action 3: Develop organization/institution partnership framework

FY2019 Measurement 1: Number of grant applications
FY2019 Measurement 2: Number of grants funded
FY2019 Measurement 3: Solicit 10 new grant applicants
FY2019 Measurement 4: increase sponsorship of WYH programs

Objective 2: Become primary point of contact for humanities project expertise (organizations come to us for help/expertise as well as funding)

Action 1: Create a publicly accessible online scholar and expert database
Action 2: Create a state-wide “Humanities Meet-Up” Program (staff tours around state)

FY2019 Measurement 1: 15 externally initiated requests for program support
FY2019 Measurement 2: solicit 10 new partners on WYH projects

Objective 3: Become the recognized leader in advocating for a unified “Creative Economy” with greater stimulus investment from the State of Wyoming.

Action 1: Build alliances with other statewide organizations in the creative/cultural network
Action 2: Create advocacy strategy

FY2019 Measurement 1: establish partnerships with three statewide organizations to help promote the creative economy strategy
FY2019 Measurement 2: one board meeting emphasizing the creative economy and development of board advocacy plans
Goal 2: Spark Synergy within and between communities

**Rationale:** Fostering collaborations between towns and organizations will cultivate creativity and reduce redundancy. Finding new partners will give voice to groups previously unheard \textit{and expand the Wyoming narrative}. Energizing communities through their creative/cultural organizations will spur \textit{economic growth} in the sector and generate momentum for future growth. Our investments and initiatives are specially tuned to expanding the Wyoming narrative and strengthening our cultural, political, and social \textit{democracy} through cultural projects and events.

**Objective 1: Create new connections within and between communities**
- **Action 1:** Increase involvement of new organizations in WYH programs
- **Action 2:** Seek out under-utilized organizations within communities
- **Action 3:** Promote and develop unique networking opportunities between communities
  - **FY2019 Measurement 1:** 40% of community projects have new organization partnerships or collaborations
  - **FY2019 Measurement 2:** 3 WYH projects include new collaborations between communities

**Objective 2: Increase interdisciplinary programming (2 disciplines interacting together directly)**
- **Action 1:** Develop and launch 2019 grants strategy
- **Action 2:** Intentionally pursue interdisciplinary elements for WYH programs
  - **FY2019 Measurement 1:** 50% of WYH programs are interdisciplinary

**Objective 3: Increase statewide interest in humanities/cultural programs**
- **Action 1:** Formalize marketing/communications strategy for WYH
- **Action 2:** Formalize marketing/communications strategy for WYH events
- **Action 3:** Create a donor development lifecycle
- **Action 4:** Create formalized evaluation strategy for WYH events
- **Action 5:** Utilize podcast as vehicle for promoting our work and as a content initiative
- **Action 6:** Utilize “Wyoming narrative,” “strengthening democracy,” and “creative economy” as rhetorical tools that describe the humanities and strengthen our brand
  - **FY2019 Measurement 1:** 10% increase in individual donor dollars
  - **FY2019 Measurement 2:** 10% increase of attendance by program type
  - **FY2019 Measurement 3:** Increase in publicity (news coverage and social media)
  - **FY2019 Measurement 4:** Incorporate narrative program successes into program evaluations and project close-outs
  - **FY2019 Measurement 5:** Establish listenership baseline and targets for WYH podcasts.
  - **FY2019 Measurement 6:** Implement one democracy-based project annually or be working on a democracy-based initiative at all times.
  - **FY2019 Measurement 7:** Explore budget and reporting mechanisms that categorize our work (for instance into “Wyoming Narrative,” “Democracy,” or “Creative Economy”).
Goal 3: Develop Organizational Sustainability

**Rationale:** To set our organization up for a strong future with great potential to make major impacts upon our state, we must deploy best practices in nonprofit operations and governance and find ways to streamline our operations. We must also scale up our income to match our desired impact level on Wyoming.

**Objective 1:** Enhance Operational Capacity

- **Activity 1:** Implement new cloud-based fiscal system and processes
- **Activity 2:** Assess HR benefits and processes
- **Activity 3:** “Projectize” operations
- **Activity 4:** Explore new governance models and strategies for board of directors
  - **FY2019 Measurement 1:** to support succession planning for key roles, 75% of all operations thoroughly documented (see below)
  - **FY2019 Measurement 2:** 60% compliance with new operations
  - **FY2019 Measurement 3:** HR benefits and processes aligned with similar regional non-profits
  - **FY2019 Measurement 4:** streamline accounting and reduce operational overhead

**Objective 2:** Enhance WYH stature and funding with State of Wyoming

- **Activity 1:** Align state advocacy with current political environment
- **Activity 2:** Strengthen relationships with state agencies and committees
  - **FY2019 Measurement 1:** In 2019, create connections to new gubernatorial administration
  - **FY2019 Measurement 2:** In 2020, increased state funding

**Objective 3:** Achieve Legacy Fund goal

- **Activity 1:** Create a Board-led campaign taskforce for Legacy Fund fundraising
- **Activity 2:** Explore earned-income opportunities for increasing Legacy Fund
  - **FY2019 Measurement 1:** baseline Board in-kind contributions related to Legacy Fund
  - **FY2019 Measurement 2:** one earned-income opportunity presented to board by staff

**Objective 4:** Create succession strategy for Executive Director

- **Activity 1:** Ensure all operations processes are documented
- **Activity 2:** Review all job descriptions, titles, and functions for efficacy related to organization goals
- **Activity 3:** Create a succession plan including review of staff levels and resource requirements
  - **FY2019 Measurement 1:** create index of process documents and set goal that 75% of key operations are written up and stored
  - **FY2019 Measurement 2:** complete a job title review, and ensure all positions reviewed within context of strategic plan
  - **FY2019 Measurement 3:** ED succession plan proposed to board for approval
  - **FY2019 Measurement 4:** four-year board chairmanship transition plan confirmed
Section 3

Governance and Boardsmanship
The arts and the humanities belong to all the people of the United States.”

–National Foundation on the Arts and Humanities Act of 1965
Dear Colleague,

As a board member of a state humanities council, you are a part of a small cadre of individuals who serve a multifaceted organization that is both local and national in scope. This is a position of great privilege and responsibility. Each board member contributes to the council’s mission to support and advance the humanities. The variety of rich and meaningful council-conducted programs will make your tenure on the board an experience like no other, regardless of your background and training.

The National Endowment for the Humanities (NEH) provides general operating support grants to the councils in all 50 states and the jurisdictional territories; this support is managed by NEH’s Office of Federal/State Partnership. By congressional mandate, approximately 40 percent of NEH’s annual appropriation is sent directly to the state councils. The councils tailor their grantmaking and programs to the needs, resources, and interests of their state or jurisdiction.

As a member of the board, you provide leadership and vision to an organization with an established record of success and exciting plans for the future. Councils work with a wide array of partners and constituents; it is useful, therefore, for board members to be knowledgeable about the state’s cultural and institutional contexts. As an ambassador of the council, you will attend council-funded programs, oversee or help plan the council’s work, ensure solid financial and fiduciary stewardship, and represent the council at public events and state and national meetings.

NEH’s Office of Federal/State Partnership thanks you for your dedication, commitment, and service to the humanities, and we hope this handbook helps orient or reacquaint you with NEH and your role as a board member of a state humanities council.

We encourage you to visit our website (neh.gov), subscribe to our newsletter, and attend Federal/State Partnership webinars to learn more about the work of this office and other state councils. We would like to hear from you. Please feel free to call or email with any questions or to share your ideas.

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

Office of Federal/State Partnership
The National Endowment for the Humanities is an independent grantmaking agency established by Congress in 1965 to support research, education, and public projects in the humanities. The Endowment supports humanities work through programs administered by seven divisions and offices: Challenge Grants, Digital Humanities, Education, Federal/State Partnership, Preservation and Access, Public Programs, and Research.

As part of this national effort, the state humanities councils, first established in the early 1970s, support the humanities through programs designed to draw on local resources and meet the needs of their respective states. NEH’s broad mandate to all councils is as follows:

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

However, each council, as an independent nonprofit organization, sets its own programming priorities and directions, and defines the best ways to fulfill this general mandate, through a careful analysis of the interests, needs, and resources in its state. Councils make public humanities programs available to all citizens, including those who might not have had access previously. Depending on the state’s demography, this might include small rural communities, urban neighborhoods, or certain segments of the state’s population, such as older adults or various ethnic groups.

When the councils were first established, their focus was exclusively on public policy issues, and their primary audience was the adult, out-of-school public. Since 1976, when they were expressly incorporated in the federal legislation that authorizes NEH, the state councils have expanded their audiences to include teachers and students, newly literate adults, prison inmates, senior citizens, veterans, and other groups.
A nonprofit governing board is expected to be responsible and accountable as it represents the public trust, ensuring that the organization carries out the purposes for which it was established and as expressed in its mission statement. Each council Oversees the expenditure of taxpayer dollars, yet they operate as independent entities and rely on citizen volunteers to provide governance and leadership. Councils develop comprehensive plans for meeting the needs of their state, maintaining and promoting strong programs, and acting as a bridge between scholars and the public.

We encourage you to acquaint yourselves with the rules concerning council functions set by NEH and the council itself. Council programs should be reflective of and respond to the needs of state citizens. Councils should conduct regular operational and programmatic evaluations, and incorporate fresh visions and strategies. Strong working relationships with the staff, effective committees, and well-managed board meetings are important for the council’s success. Your adherence to best practices will ensure the health of the organization, which is essential as the council continues to strengthen the intellectual and cultural life of the state, support public and informal education, and engage the public in rich, meaningful humanities ideas.

An essential function of the board is building a solid working relationship with the executive director. The board and the executive director must know the responsibilities of each office and how they are distinct and complementary. The executive director is the person who maintains the daily operations and programs of the council, manages the staff, and is the main point of contact with NEH.

All members of the board should have a solid, professional relationship with the executive director. Such relationships, forged through frequent, ongoing communications, are essential to the council’s success.
State humanities council boards are expected to support and work together with the council’s executive director to:

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

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

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

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

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

In addition to the general operating support grants, NEH provides, at no cost, a BoardSource membership to all council staff and board members. BoardSource is a 501(c)(3) organization

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that provides an extensive range of tools, resources, and research data to increase board effectiveness and strengthen organizational impact. We encourage you to take advantage of the many resources available through this membership. Learn more at boardsource.org.

**Information the Office of Federal/State Partnership needs from councils:**

- Name and full contact information for the board chair, who serves as the legal representative of the council
- Names along with postal and email addresses for each board member
- Approved minutes of each board meeting, submitted on a biannual basis
- Electronic and print newsletters and other council-generated materials
- Assistance in distributing NEH materials, including grant opportunities, award nominations, and announcement of public events and projects

**Key Dates:**

- **May 1**: General operating support grant applications and annual compliance plans are due to NEH.
- **June 1** and **December 31**: Biannual submission of board minutes.
- **January 31**: Federal financial report submissions are due.
- Within 30 days after receipt of the auditor’s report, or nine months after the end of the audit period, annual audits (program specific or single audit) are due for those councils that receive more than $500,000 in NEH funding.
• Self-assessment reports and site visits take place every five years on a rotating schedule across the councils.

• Two interim narrative reports, due one year following the receipt of the self-assessment closeout letter and again on June 1 in the third year after the site visit.

Interim narrative reports outline council activity and progress in the years since the site visit. It also provides opportunity for reaction to the observations and recommendations made by the site visitors in their report.

The Office of Federal/State Partnership and the Federation of State Humanities Councils

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

• The Office of Federal/State Partnership is a grantmaking division of the National Endowment for the Humanities, an independent federal agency of the United States Government that is located within the Executive Branch.

• The Federation of State Humanities Councils is the membership organization of the state and jurisdictional humanities councils. Like the councils, it is a 501(c)(3) non-profit. Two of the Federation’s major annual activities are holding the annual National Humanities Conference and assembling the councils for Humanities on the Hill, a focused congressional advocacy effort.

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

The Office of Federal/State Partnership oversees the councils’ congressionally appropriated general operating support grants, carries out on-site consultations and reviews, and maintains network-wide communication. Staff members read council board minutes, newsletters, and other publications; keep up with councils’ activities on the web and social media; and track trends and ideas in the broad nonprofit and grantmaking worlds. Federal/State Partnership encourages councils to produce and support splendid humanities programming; to serve as models of excellent nonprofit management; to maintain open communication, mutual support, and shared goals with NEH and other councils; and to exercise responsible and impeccable stewardship of all funds, public or otherwise, entrusted to them.

In addition to representing the interests of the state humanities councils within NEH, Federal/State Partnership staff works with each council to ensure compliance with legislative requirements by collecting data regarding the reach and impact of programs and grants, board composition, and governance.

The Office of Federal/State Partnership also assists councils in conducting regular evaluations of their programming and operations. This self-assessment process fulfills the legislative requirement that councils have a plan of work approved by NEH.

The Office of Federal/State Partnership also seeks opportunities to build collaborative partnerships for NEH and the councils by cultivating contacts with business, independent, educational, and governmental sectors.

Contact: Karen Kenton or Meg Ferris McReynolds, fedstate@neh.gov, 202/606.8254
The Office of the Inspector General provides independent oversight of all NEH programs and operations. The office is responsible for (1) conducting audits and investigations; (2) reviewing legislation; (3) recommending policies to promote efficiency and effectiveness; and (4) preventing and detecting fraud, waste, abuse, and mismanagement concerning Federal funds.

The OIG is responsible for ensuring that audits of NEH awards, as conducted by non-federal auditors, conform to federal requirements. Subpart F of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR Part 200) establishes audit requirements for state and local governments, colleges and universities, and nonprofit organizations receiving federal awards.

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

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

Contact: ldamis@neh.gov, 202/606-8350
OFFICE OF GRANT MANAGEMENT (OGM)

The NEH Office of Grant Management is responsible for overseeing compliance with the administrative requirements, cost principles, audit requirements, and other non-programmatic aspects of the award. Activities include, but are not limited to, evaluating applications for administrative content and compliance with statutes, regulations, and guidelines; negotiating awards; providing consultation and technical assistance to applicants and recipients, including interpretation of federal award administration policies and provisions; and post-award monitoring and compliance, including reviewing financial reports and closing out awards. The NEH Office of Grant Management is the focal point for receiving and acting on requests for prior approval or for changes in the terms and conditions of award. The NEH Office of Grant Management is the only office authorized to issue the notice of award that obligates the NEH to the expenditure of federal funds or to change the funding, duration, or other terms and conditions of an award.

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

NEH.gov

Visit the NEH website to:

- Read HUMANITIES magazine, with Statements and Around the Nation devoted to projects supported by state humanities councils
- Learn about the Office of Federal/State Partnership
- Access information for all state humanities councils
- Apply for grants through NEH
- Find inspiration in NEH programs and projects
Restated Articles of Incorporation
of
The Wyoming Humanities Council, Incorporated

In compliance with the requirements of the Wyoming Nonprofit Corporation Act, the undersigned, being of full age, have this day voluntarily associated themselves for the purpose of incorporating a not-for-profit corporation and do hereby adopt and certify the following Articles of Incorporation:

ARTICLE I

The name of the corporation is the Wyoming Humanities Council, Incorporated.

ARTICLE II

Length of Existence
The term of existence is perpetual, unless otherwise dissolved according to these Articles and the provisions of the statutes of the State of Wyoming.

ARTICLE III

Purpose of the Corporation
The Corporation is organized as a public benefit corporation exclusively for educational and charitable purposes to implement the objectives of the state-based program of the National Endowment for the Humanities, and support and advance the humanities in the State of Wyoming.

Not-for-Profit Purposes
No part of the net earnings of the Corporation shall be for the benefit of, or be distributed to, its directors, trustees, or officers. However, the Corporation is empowered to pay reasonable compensation for services rendered and to make payments and distributions in accordance with the stated purpose of the Corporation. The Corporation shall not carry on any activities not permitted by a tax-exempt corporation under section 501 (c) (3) of the Internal Revenue Code.
ARTICLE IV

No Membership
The Corporation shall have no members.

ARTICLE V

Board of Directors
The board of directors shall consist of at least five (5) directors and may not exceed twenty directors (20). New directors will be elected by the board in accordance with the requirements of the Bylaws.

ARTICLE VI

Regulation and Internal Affairs
The board of directors and staff shall conduct the affairs of the Corporation according to the Corporation bylaws.

The board of directors have the power to alter, amend, or repeal the Bylaws which contain the provisions for the regulation and management of the Corporation. The Bylaws are consistent with these Articles. The Corporation reserves the right to amend, alter, or repeal the Articles of Incorporation, according to the manner prescribed in the Wyoming Nonprofit Corporation Act.

The board of directors shall meet regularly, or for special meetings, within the State of Wyoming.

Liability of Board of Directors
The private property of members or officers of the board of directors of the Corporation shall not be subject to the payment of any debt of the Corporation.

ARTICLE VII

Dissolution
Upon dissolution, the board of directors will make provision for payment of all liabilities of the Corporation and dispose of all assets of the Corporation consistent with the Corporation’s stated purpose. Federal assets of the Corporation shall be distributed to the National Endowment for the
Humanities, or if the National Endowment for the Humanities has been dissolved, to the United States Treasury. Non-federal assets shall be disposed by donating them to any charitable or educational organization with tax-exempt status under section 501 (c) (3) of the Internal Revenue Code.

ARTICLE VIII

Address of the Registered Office
The address of the registered office of the Corporation is 1315 E Lewis St, Laramie, WY 82072.

Name of the Registered Agent
The name of the registered agent is Shannon D. Smith.

ARTICLE IX

Capital Stock and Dividends
The Corporation will not have capital stock nor will it pay a dividend of any kind except on liquidation of the Corporation, and then only in the manner for dissolution as is provided in these Articles.

ARTICLE X

Amendment of the Articles
Amendment of these Articles shall require the consent of two-thirds (2/3) of the entire Corporation’s board of directors.

Articles revised/restated 12/09/2016
I. NAME

Section 1. Name. The name of this corporation is Wyoming Humanities Council. Public references to the organization may be either “Wyoming Humanities Council” or “Wyoming Humanities”.

Section 2. Offices. The principal office of the corporation shall be located in the State of Wyoming, at such place as the board of directors of the corporation may determine or as the affairs of the corporation may require.

II. PURPOSES

Section 1. Purpose. The corporation is organized exclusively for the educational and charitable purposes to implement the objectives of the state-based program of the National Endowment for the Humanities and to support and advance the humanities in the State of Wyoming.

III. MEMBERSHIP

Section 1. No Membership. The Corporation shall have no members. References in these bylaws to “members” shall have the meaning assigned to it as either members of the corporation staff (“staff members”) or members of the board of directors (“directors” or “board members”).

IV. BOARD OF DIRECTORS

Section 1. Governance. The Wyoming Humanities Board of Directors shall have all the powers and duties conferred upon a Board of Directors by the Articles of Incorporation, the Wyoming Nonprofit Corporation Act, or other law, and are referred to in these bylaws as directors, or collectively as the Board of Directors. The affairs of the corporation shall be governed by the Board of Directors.

Section 2. Number/Eligibility.

a) The Board of Directors shall consist of not fewer than five elected directors nor more than twenty elected directors. NEH legislation requires 25% of the maximum number of elected directors (5) shall be appointed by the Governor of Wyoming, upon the recommendation of the corporation.

b) The Board of Directors shall be made up of persons interested in the humanities and the activities of the corporation and capable of advancing its interests, and shall be constituted to provide balance in gender, ethnic background, viewpoint, profession, academic background, and geographic representation, where applicable and possible.

c) The Board of Directors may also include non-voting ex-officio directors by reason of their office as determined and approved by the elected directors.
Section 3: **Term of directorship.** A director’s term shall be three years for both elected and governor-appointed directors. A term will begin at the conclusion of the annual meeting and end at the close of the annual meeting three years later. Directors may stand for one additional three-year term. The chair may serve one additional year on the board as a voting director of the board and Executive Committee after his or her term as chair, for a possible total of seven years on the board. After directors serve two consecutive terms, they can be re-elected with at least a three-year break in service.

Section 4: **Absences/Vacancies.**

   a) Absence from two consecutive meetings by an elected director may be construed as a resignation, and the board may declare a vacancy.
   
   b) A director may request from the Executive Committee a leave of absence for up to one year for pressing personal or professional reasons. Should the Executive Committee approve a leave of absence, it may appoint a substitute. The term of the director granted a leave will not be extended as a result of the leave of absence.
   
   c) Vacancy in governor-appointed directors. A vacancy in governor-appointed directors shall be filled by appointment of the governor upon the notification and recommendation of the corporation.

Section 5: **Indemnification.** All directors and staff members and such other persons as the corporation may designate shall be indemnified and held harmless from all claims made by third persons by reason of acts or omissions of the board and staff members or other designated persons done in the scope of the business of the corporation.

Section 6: **Conflict of interest.**

   a) **Special interests**—Board and staff members should be alert to avoid any action which could possibly be interpreted as a use of corporation directorship or staff employment to further their own interests or the interests of an institution or business with which they are affiliated.
   
   b) **Scope**—Within the scope of this policy, a director’s or staff member’s interests include the interests of the director’s employer, spouse, or immediate household and the staff member’s spouse or immediate household. Adult offspring living in separate households are not included in the definition of immediate household.
   
   c) **Business services**—Directors and staff members will avoid any appearance of self-dealing and will not engage in private business with or the sale of services to the corporation during the tenure of their service on the board.
   
   d) **Grant projects relating to directors**—If a director, a director’s employer, spouse, or a member of the immediate household or a staff member’s spouse or member of the immediate household is to be a participant in a corporation regrant project, the proposal should clearly indicate the nature of the participation in the project. A director or staff member will leave the room during the discussion and not vote on applications in which the director or staff member has conflict of interest or the appearance of a conflict of interest, including the interests of a spouse, a member of the immediate household, or an organization or institution with which the director or staff member is affiliated. In doubtful cases the chair of the corporation may rule on whether or not a conflict of interest situation exists, and on how the conflict of interest policy shall be applied. The director or staff member will also refrain from advance discussion of the project in committee meetings or with individual directors prior to corporation action on the proposal. A director,
spouse of a director, or a member of the immediate household of a director or a staff member, the spouse of a staff member, or a member of the immediate household of a staff member should not be designated in an application for corporation funds as a project director, fiscal officer, or participant with preponderant responsibilities. A director, the spouse of a director, or a member of the immediate household of a director or a staff member, the spouse of a staff member, or a member of the immediate household of a staff member may take part in projects undertaken with corporation support, but shall not receive compensation for services to a project. Reimbursement of expenses incurred in connection with services to a project is allowed. 

e) Policy effectiveness--This policy will take effect at the time of its adoption and will apply equally to directors and the staff. In the case of both staff and directors, the policy continues in effect for one year following the termination of the board term or staff employment with the corporation.

V. BOARD OFFICERS

Section 1: Officers. The officers of the corporation shall be a chair, a chair-elect, a past chair, treasurer, secretary, and other such officers as the Board of Directors may from time to time designate. No person may hold more than one office at any time.

Section 2: Election/Term of office. The officers shall be drawn from the elected and governor-appointed directors of the Board of Directors and shall be elected for a term of one year, renewable for one additional year, at the annual meeting of the Board of Directors.

Section 3: Chair. The chair shall be the principal officer of the Board of Directors and shall preside at all meetings of the board and the Executive Committee. The chair shall:

a) Appoint members of standing committees, ad hoc special committees, and task forces subject to the approval of the Executive Committee.
b) Fill vacancies occurring in office or committee/task force chairs with the approval of the Executive Committee.
c) Represent the corporation at meetings of the National Federation of State Humanities Councils and/or the annual Humanities on the Hill event whenever possible.

Section 4: Vice-Chair/Chair-Elect. The chair-elect shall:

a) Perform the duties of the chair in the absence of the chair.
b) Become chair for the unexpired term in case of death, resignation, or incapacity of the chair.
c) Act as representative of the chair and serve in such other capacity when requested.
d) Assume the role of chair upon the completion of the chair’s term.

Section 5: Secretary. The secretary shall:

a) Ensure that the minutes of the corporation are kept in permanent form.
b) Serve as chair of the Nominations Committee.
c) Act as representative of the chair when requested.
d) Serve in such other capacity as assigned by the chair.

Section 6: Treasurer. The treasurer shall:

a) Act as liaison with the fiscal officer and chief executive of the corporation regarding fiscal operations.
b) Serve as chair of the Finance Committee, if such committee exists.
c) Act as fiscal agent for the corporation as needed.
d) Act as representative of the chair when requested.
e) Serve in such other capacity as assigned by the chair.

Section 7: Vacancies. Vacancies in office shall be filled as follows:

a) In the event of death, resignation, or incapacity of the chair, the chair-elect shall become chair for the unexpired term.
b) In the event of the absence of the chair and chair-elect at a meeting that has met quorum, a meeting chair shall be elected by the directors present to conduct the board meeting.
c) Vacancies in office other than the chair shall be filled for the unexpired term by appointment of the chair with the approval of the Executive Committee.

Section 8. Removal. Any officer may be removed for any reason by a two-thirds majority vote of the directors then in office.

VI: COMMITTEES

Section 1: Committees. There shall be two standing committees, the Executive Committee and the Nominations Committee, and such other committees as the Board of Directors may establish to assist in the management of the corporation.

Section 2. The Executive Committee. The Executive Committee shall consist of the chair, chair-elect, immediate past chair if one is then serving, secretary, treasurer, and other directors serving as committee and task force chairs as appointed by the board chair. The chair, chair-elect and past-chair shall remain on the Executive Committee during their tenure as officers. Meetings of the Executive Committee shall be held when called by the board chair or the chief executive of the corporation. A vote of the Executive Committee may be taken by mail or email, which shall have the force and effect of a vote taken at a meeting. The Executive Committee may take any action on behalf of the corporation that could have been taken by the Board of Directors, including:

a) Adopt policies for the corporation.
b) Propose amendments to the bylaws.
c) Create ad hoc special committees or task forces when necessary to carry out a specified task which does not fall within the responsibilities of any standing committee. The chair shall appoint chairpersons of the task forces.
d) Report to the Board of Directors the business transactions of the Executive Committee since the previous meeting of the board.

Section 3. The Nominations Committee. The Nominations Committee shall consist of a minimum of three (3) directors appointed by the chair. It shall make recommendations to the Board of Directors for:

a) The offices of chair, chair-elect, and positions on the Executive Committee.
b) New members of the Board of Directors. The Nominations Committee is charged to seek directors who will represent Wyoming’s cultural and educational organizations and institutions, appropriate state agencies, and the business, labor and professional communities, and who come, so far as possible, from the full range of Wyoming’s diverse populations.
VII. MEETINGS

Section 1: Board meeting schedule. Meetings of the Board of Directors shall be held as agreed upon by the board; a minimum of one meeting per year shall be called.

Section 2: Voting by mail or email. A vote of the board of directors may be taken by mail or email at the written request of the chair. Committees may also vote by email or mail. Such vote shall have the force and effect of a vote taken at a meeting.

Section 3: Board meeting quorum. One-half of the voting members currently serving shall constitute a quorum at any board meeting.

VIII. FISCAL YEAR

The fiscal year shall commence on the first day of November and shall end on the thirty-first day of October.

IX. AMENDMENTS

Section 1: Proposal of amendments by Executive Committee. Amendments to these bylaws may be proposed by the Executive Committee.

Section 2: Proposal of amendments by any director. Amendments to these bylaws may also be proposed by any director of the corporation with the written support of one-half the current directors of the corporation.

Section 3: Procedure for proposal of amendments. All proposed amendments shall be sent in writing to every director no less than fifteen (15) days prior to the meeting they are to be voted on.

Section 4: Voting. These bylaws may be amended by a two-thirds vote of the directors present at any regular meeting.

X. DISSOLUTION

Upon dissolution, the board of directors will make provision for payment of all liabilities of the Corporation and dispose of all assets of the Corporation consistent with the Corporation’s stated purpose. Federal assets of the Corporation shall be distributed to the National Endowment for the Humanities, or if the National Endowment for the Humanities has been dissolved, to the United States Treasury. Non-federal assets shall be disposed by donating them to any charitable or educational organization with tax-exempt status under section 501 (c) (3) of the Internal Revenue Code.


Name change filed with Secretary of State and noted as of August 28, 2006.

Articles of Incorporation restated on October 1, 2016 and filed with Secretary State and noted on December 9, 2016.
Wyoming Humanities (WYH) is our state’s affiliate of the National Endowment for the Humanities (NEH) and one of 56 state and territorial humanities councils. We are an independent 501c3 nonprofit organization and have promoted the public humanities in Wyoming through grants and programs since 1970. Our funding comes from the NEH and the State of Wyoming, as well as private sources including foundation grants, corporate sponsorships, and individual donations.

Our marketing persona is “Wyoming Humanities” or “ThinkWY” which is our website address. Our legal name is “Wyoming Humanities Council.” We ask people to “take a closer look” at what it means to be a human. Our purpose, guided by our charter from the NEH, is to support public programs and projects that draw on history, literature, philosophy, languages, linguistics, art history, law, religion, ethics, anthropology, sociology, political science, folklore, or any of the other fields of the humanities—the disciplines that explore humanity. We fund state-wide nonprofit cultural and educational organizations that have applied to us for funds and have been awarded project grants. We also design and conduct programming. The projects we run or invest in include conferences, exhibits, documentary films, collections preservation, publications, workshops, and lecture series.

Direction of our organization is vested in the up-to twenty members of the board of directors, five of whom are appointed by the governor upon our recommendation. Board members meet three to four times a year to advise and govern the organization on strategic vision, budget oversight, general governance, fundraising, advocacy, and future development. The board meets three to four times a year at various locations throughout the state and by video conference.

**Strategic Plan, Mission, and Vision**

By law, we are required to file an updated strategy to meet the needs of our state with the NEH every five years. This follows an in-depth assessment process. In 2018, our mission and vision were updated to reflect a new direction guided by our plan for 2018-22 filed with the NEH. Our plan acknowledges and addresses the current national, state, and local state of affairs in society. Recognizing the significant socio-political problems in the United States, our mission statement emphasizes strengthening democracy through humanities programs and investments. Recognizing that Wyoming is at a crossroads in terms of our economic future, our five-year vision supports the creative and cultural sector as part of Wyoming’s future economic diversification strategy and focuses on expanding the “Wyoming narrative” and advancing highly engaged communities through strong cultural arts programming.

- Our mission is to **strengthen Wyoming’s democracy through the humanities**.
- Our vision is to **enhance the Wyoming narrative to promote engaged communities**.
Duties and Responsibilities of Board Members

Board members receive online information the week before each meeting which allow them sufficient time to review all actionable content. Board members also take part in meetings of the standing and appointed committees and task forces of the board between full board meetings. There are standing committees for nominations, finance, grants and executive oversight. Meetings of standing committees and task forces are conducted by conference call or in person at board meetings. In addition, board members are encouraged to attend Wyoming Humanities programs each year in order to assist with evaluation and accountability.

While board members receive no pay for their service as directors, their travel and other expenses conducted for Wyoming Humanities business may be reimbursed. One of the primary functions of our board is to secure the economic future of this organization through fundraising and advocacy for public funding. General expectations of the board include:

- Become familiar with the policies, procedures of the board through the board handbook and other materials provided by the staff.
- Attend meetings regularly – **absence from two consecutive meetings by an elective member may be construed as a resignation, and the board may declare a vacancy.**
- Prior to each regularly scheduled meeting, read and evaluate board meeting materials related to the agenda.
- Serve on standing committees or task forces as assigned by the chair.
- Promote the humanities and the work of Wyoming Humanities whenever possible and appropriate, and secure resources to support the organization’s programs.
- Provide a personally significant donation annually to Wyoming Humanities and participate in annual fundraising and fundraising initiatives.
- Direct local individuals and organizations interested in developing humanities grants or programs to Wyoming Humanities staff for assistance.
- Maintain an accurate accounting of time and personal funds spent on board business and provide regular in-kind forms to staff for the purpose of matching the National Endowment for the Humanities (NEH) grant.
- Attend and evaluate local and statewide humanities programs.
- Maintain the confidentiality of board meetings; refer all questions regarding board actions to staff.
- Foster board consensus agreement and support all decisions of the board.
- When a conflict of interest occurs, declare it and leave the room.
- Assist staff with local program development and promotion as needed.
- Support and nurture staff.
- Assume other responsibilities as requested by the chair.
Annual Conflict of Interest Form

From WHC Bylaws Section 3: Conflict of interest

a. **Special interests**—Board and staff members should be alert to avoid any action which could possibly be interpreted as a use of council board membership or staff employment to further their own interests or the interests of an institution or business with which they are affiliated.

b. **Scope**—Within the scope of this policy, a board member’s or staff member’s interests include the interests of the board member’s employer, spouse, or immediate household and the staff member’s spouse or immediate household. Adult offspring living in separate households are not included in the definition of immediate household.

c. **Business services**—Board members and staff members will avoid any appearance of self-dealing and will not engage in private business with or the sale of services to the council during the tenure of their service on the board.

d. **Grant projects relating to board members**—Board and staff members will be aware of any potential conflicts in regards to the handling of grants in which board or staff may be involved. For specific, instances refer to the grants policies.

e. **Policy effectiveness**—This policy will take effect at the time of its adoption and will apply equally to members of the board and the staff. In the case of both staff and board members, the policy continues in effect for one year following the termination of the board term or staff employment with the council.

Board and Staff Member:

Name: ____________________________ Date: ____________________________

Position: ____________________________

I affirm the following:

- I have received a copy of the WHC Conflict of Interest Policy. _________ (initial)
- I have read and understand the policy. _________ (initial)
- I agree to comply with the policy. _________ (initial)

List any potential conflicts of interest (including additional boards, businesses, and family connections):

Signature: : ____________________________ Date: ____________________________
Section 4
Fiscal Responsibilities
Annual Financial Cycle

Winter - AUDIT
1. Audit begins: Staff contracts with auditor and data acquisition process begins with staff and HBE accountants
2. Finance Committee meets with auditor and approves final audit

Spring - REPORTS
1. Full board approves audit
2. NEH financial and compliance reports submitted
3. State Parks and Cultural Resources compliance reports submitted

Summer - REVIEW
1. Review budget vs. actual for revenue and expense items to consider in coming year budget
2. Estimate profit/loss (rollover amount)
3. Cost Share analysis to ensure we will make our goals

Fall - BUDGET
1. Staff completes draft budget and presents to Finance Committee for review and approval
2. Board votes to accept the budget at Fall or Winter board meeting depending upon federal budget situation
BOARD MEMBER COST SHARE CONTRIBUTION FORM

Like our grantees, WYH is required to match every federal dollar with “cost share” and/or cash contributions. As board members, your time is considered an “in kind” donation that contributes to our total federal cost share requirement and is a valuable part of this match. Use this form to record the donation of your time. Please report total hours and check the month(s) in which this time was incurred.

Name: __________________________________________

Fiscal Year: __________

Check the month(s) of this fiscal year that this report covers:

_____November _____December _____January _____February _____March _____April
_____July _____August _____September _____October _____May _____June

I have donated the following hours to the Wyoming Humanities Council (Note: Be sure to include travel time to/from any meeting/event):

___________ Total Hours Donated

Include hours for all that apply

_____ Attendance at and travel to/from board/committee meetings
_____ Preparation time for participation in council-sponsored events/board meetings
_____ Reading and evaluating proposals
_____ Doing committee work
_____ Introducing WHC to potential applicants
_____ Networking on behalf of the council
_____ Building relationships with colleague organizations
_____ Attending/evaluating council-sponsored events
_____ Informing elected representatives about the WHC and its programs
_____ Annual campaign work – signing letters, choosing names for solicitation, researching
_____ Other ____________________________

Signature __________________________ Date __________

Reminder: To have out-of-pocket expenses reimbursed or donated to the Wyoming Humanities Legacy Fund, use the Board Member Expense Form.

1315 East Lewis Street
Laramie, WY 82072-3459
(307) 721-9243
Section 5
NEH Advocacy Responsibilities
Measuring Our Impact 2017-18

132,832 People who attended our public programs and exhibits

91% Said they would talk about it with someone else

90,000 People who watched our broadcasts

274 Events in 22 Counties

165 Scholars
17 Museums
33 Libraries
12 College/University Units

For every public INVESTED

Matched $1-$5 in local investment

Over $2 million Local Impact
Digital Impact and Exhibits

17,321 Page Views on:
- WyoFile.com
- WyoHistory.com
- ThinkWY.com

Blizzard of ‘49
Join Wyoming PBS for a FREE public screening of...
Storm of the Century: The Blizzard of ’49

Al Simpson & Mike Sullivan
“Civility in Politics...Is It Possible?”

The Drift

Refugee and Immigration Policy in Wyoming

90,000 Viewers watched documentaries launched by our investment and live broadcasts produced by Wyoming Humanities

100,000 Visitors to museums with permanent and traveling exhibits we fund
Section 6

State Funding Advocacy

Responsibilities
SECTION 4. EXCEPTION REQUEST

PRIORITY # 9 – Wyoming Humanities Council / SPCR Partnership

A. EXPLANATION OF REQUEST: The Department requests an one-time appropriation of $300,000 in General Funds to be passed through to the Wyoming Humanities Council (WHC) to continue to provide annual grant funds and program funds to Wyoming communities. The WHC will use these funds to strengthen local economies through investments and partnerships in cultural organizations throughout the state. These investments will enable citizen civic participation, foster cultural diversity, promote cultural heritage preservation and tourism, improve literacy, and promote lifelong learning. Through these funds, the WHC will extend its mission of community building by supplementing projects of statewide significance, working with SPCR and other state agencies to consider Wyoming values and cultural differences, and moving forward with innovative community ideas. With its roster of statewide humanities specialists, established constituencies with community libraries, museums, colleges, and local governments, and ability to organize large statewide projects, the WHC is in a position to efficiently synergize public and private resources to build civic participation at a crucial juncture in Wyoming’s history in which citizen participation in shaping Wyoming’s future is more critical than ever.

For over 45 years, the WHC has been the sole non-profit public humanities organization in Wyoming and a long-term and respected partner of state agencies and the state’s extensive network of cultural institutions. Its mission of strengthening our economy through cultural programs and tourism and strengthening our communities by creating an informed, engaged democratic citizenry directly impacts the quality of life in our state. The council offers neutral space for sharing diverse perspectives in a safe environment carefully curated by experts and scholars. The WHC, like other successful non-profit organizations, leverages federal, state, and local partnerships. Out of the 56 state humanities councils in the Federal-State Partnership Program of the National Endowment for the Humanities (NEH), only 10 state humanities councils do not match their federal funds with state funds. The proposed funding, while short of a 1 to 1 match, reflects state participation and validation of the WHC’s impact in building and enhancing Wyoming’s civic capacities.

B. REQUEST BY OBJECT CODE, FUNDING AMOUNT & FUND SOURCE:

<table>
<thead>
<tr>
<th>Object Code</th>
<th>Amount</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>0626 - Grants</td>
<td>$300,000</td>
<td>100% 1001 General Fund (one-time)</td>
</tr>
</tbody>
</table>

Total $300,000

C. PERFORMANCE JUSTIFICATION: This request addresses the #2 and number #3 primary functions of the Department of State Parks and Cultural Resources in the performance measures: #2 - Serve & Educate our Customers/Constituents - providing high quality customer service, facilities, opportunities, experiences, educational resources, outreach and public safety for our customers/constituents and #3 - Perform Evaluation, Preservation, Conservation and
Restoration - evaluate, protect, conserve and restore important cultural and historical resources in the State of Wyoming and educate the public regarding resource significance.

**GOVERNOR’S RECOMMENDATION**

I recommend approval of $300,000 general fund as one-time request.
CONTRACT BETWEEN  
THE WYOMING DEPARTMENT OF STATE PARKS AND CULTURAL RESOURCES  
AND  
THE WYOMING HUMANITIES COUNCIL, INC.  

1. **Parties.** The parties to this Contract are the Wyoming Department of State Parks & Cultural Resources (hereinafter referred to as “Agency”), whose address is 2301 Central Avenue, Cheyenne, WY 82002, and the Wyoming Humanities Council, Inc. (hereinafter referred to as “Contractor”), whose address is 1315 E. Lewis, Laramie, WY 82072.  

2. **Purpose of Contract.** The purpose of this Contract is to establish the terms and conditions under which the Agency passes through funding to the Contractor to administer programs of the Wyoming Humanities Council pursuant to the State of Wyoming 2018 Budget Session Laws Enrolled Act No. 62, Section 024.  

3. **Term of Contract.** This Contract is effective when all parties have executed it (Effective Date). The term of the Contract is from July 1, 2018 through June 30, 2020. All services shall be completed during this term.  

4. **Payment.**  

   A. The Agency agrees to transfer funds to the Contractor for the services described herein. The total amount transferred under this Contract shall not exceed three hundred thousand dollars ($300,000.00). The Department shall transfer one hundred fifty thousand dollars ($150,000.00) to the Contractor for program expenses (10) days after this Agreement has been executed by the parties. Upon receipt and acceptance of the first annual report and a Wyoming Humanities Council invoice described in section 5.B. below, but no later than July 15, 2019, the Department shall transfer the remaining one hundred fifty thousand dollars ($150,000.00) to the Contractor for program expenses.  

   B. No payment shall be made for work performed before the Effective Date of this Contract. Should the Contractor fail to perform in a manner consistent with the terms and conditions set forth in this Contract, payment under this Contract may be withheld until such time as the Contractor performs its duties and responsibilities to the satisfaction of Agency.  

   C. Except as otherwise provided in this Contract, the Contractor shall pay all costs and expenses, including travel, incurred by Contractor or on its behalf in connection with Contractor’s performance and compliance with all of Contractor’s obligations under this Contract.  

5. **Responsibilities of Contractor.** The Contractor agrees to:  

   A. Use the fund distributed pursuant to this Contract to further the work of the Wyoming Humanities Council, Inc., providing humanities programs and grants to
Wyoming to promote the history of the State, build civic participation, foster cultural diversity, promote historic preservation and cultural heritage preservation and tourism, and increase and promote adult literacy and lifelong learning.

B. Also use the funds to extend its mission of community building by implementing and/or supplementing humanities projects of statewide significance, working with the Agency and other State agencies to consider Wyoming values and cultural differences, and moving forward with innovative community ideas.

C. Provide a first annual and a second annual report to the Agency. The reports shall describe in detail how the funds that were transferred to the Contractor under this Contract were used. The first annual report is due to the Agency no later than May 31, 2019 and the second annual report is due to the Agency no later than May 31, 2020. Failure to provide the reports by the required due dates in this Section may result in forfeiture of all funds transferred to the Contractor and the Contractor will be required to return all funds within sixty (60) days of written request by the Agency.

D. Credit the Agency on all publications related to the use of these funds as follows: “Supported in part by the Wyoming Department of State Parks and Cultural Resources through funding provided by the Wyoming State Legislature.”

6. **Responsibilities of Agency.** The Agency agrees to:

A. Pay the Contractor for the services described herein, as set forth in section 4 above. The Agency shall have no other responsibilities, obligations or duties with regard to this Agreement

7. **General Provisions.**

A. **Amendments.** Any changes, modifications, revisions, or amendments to this Contract which are mutually agreed upon by the parties to this Contract shall be incorporated by written instrument, executed by all parties to this Contract.

B. **Applicable Law, Rules of Construction, and Venue.** The construction, interpretation, and enforcement of this Contract shall be governed by the laws of the State of Wyoming, without regard to conflicts of law principles. The terms “hereof,” “hereunder,” “herein,” and words of similar import, are intended to refer to this Contract as a whole and not to any particular provision or part. The Courts of the State of Wyoming shall have jurisdiction over this Contract and the parties. The venue shall be the First Judicial District, Laramie County, Wyoming.

C. **Assignment Prohibited and Contract Shall Not be Used as Collateral.** Neither party shall assign or otherwise transfer any of the rights or delegate any of the duties set out in this Contract without the prior written consent of the other party. The Contractor shall not use this Contract, or any portion thereof, for collateral for any financial obligation without the prior written permission of the Agency.

Contract between the Wyoming Department of State Parks and Cultural Resources and the Wyoming Humanities Council, Inc.

Page 2 of 7
D. Audit and Access to Records. The Agency and its representatives shall have access to any books, documents, papers, electronic data, and records of the Contractor which are pertinent to this Contract.

E. Availability of Funds. Each payment obligation of the Agency is conditioned upon the availability of government funds which are appropriated or allocated for the payment of this obligation and which may be limited for any reason including, but not limited to, congressional, legislative, gubernatorial, or administrative action. If funds are not allocated and available for continued performance of the Contract, the Contract may be terminated by the Agency at the end of the period for which the funds are available. The Agency shall notify the Contractor at the earliest possible time of the services which will or may be affected by a shortage of funds. No penalty shall accrue to the Agency in the event this provision is exercised, and the Agency shall not be obligated or liable for any future payments due or for any damages as a result of termination under this section.

F. Award of Related Contracts. The Agency may award supplemental or successor contracts for work related to this Contract or may award contracts to other contractors for work related to this Contract. The Contractor shall cooperate fully with other contractors and the Agency in all such cases.

G. Certificate of Good Standing. The Contractor shall provide to the Agency a Certificate of Good Standing from the Wyoming Secretary of State, or other proof that Contractor is authorized to conduct business in the State of Wyoming, if required, before performing work under this Contract. Contractor shall ensure that all annual filings and corporate taxes due and owing to the Secretary of State’s office are up-to-date before signing this Contract.

H. Compliance with Laws. The Contractor shall keep informed of and comply with all applicable federal, state, and local laws and regulations in the performance of this Contract.

I. Confidentiality of Information. All documents, data compilations, reports, computer programs, photographs, data, and other work provided to or produced by the Contractor in the performance of this Contract shall be kept confidential by the Contractor unless written permission is granted by the Agency for its release. If and when Contractor receives a request for information subject to this Contract, Contractor shall notify Agency within ten (10) days of such request and shall not release such information to a third party unless directed to do so by Agency.

J. Entirety of Contract. This Contract, consisting of seven (7) pages, represents the entire and integrated Contract between the parties and supersedes all prior negotiations, representations, and agreements, whether written or oral.

L. **Extensions.** Nothing in this Contract shall be interpreted or deemed to create an expectation that this Contract will be extended beyond the term described herein.

M. **Force Majeure.** Neither party shall be liable for failure to perform under this Contract if such failure to perform arises out of causes beyond the control and without the fault or negligence of the nonperforming party. Such causes may include, but are not limited to, acts of God or the public enemy, fires, floods, epidemics, quarantine restrictions, freight embargoes, and unusually severe weather. This provision shall become effective only if the party failing to perform immediately notifies the other party of the extent and nature of the problem, limits delay in performance to that required by the event, and takes all reasonable steps to minimize delays.

N. **Indemnification.** The Contractor shall release, indemnify, and hold harmless the State, the Agency, and their officers, agents, and employees from any and all claims, suits, liabilities, court awards, damages, costs, attorneys’ fees, and expenses arising out of Contractor’s failure to perform any of Contractor’s duties and obligations hereunder or in connection with the negligent performance of Contractor’s duties or obligations, including, but not limited to, any claims, suits, liabilities, court awards, damages, costs, attorneys’ fees, and expenses arising out of Contractor’s negligence or other tortious conduct.

O. **Independent Contractor.** The Contractor shall function as an independent contractor for the purposes of this Contract and shall not be considered an employee of the State of Wyoming for any purpose. Consistent with the express terms of this Contract, the Contractor shall be free from control or direction over the details of the performance of services under this Contract. The Contractor shall assume sole responsibility for any debts or liabilities that may be incurred by the Contractor in fulfilling the terms of this Contract and shall be solely responsible for the payment of all federal, state, and local taxes which may accrue because of this Contract. Nothing in this Contract shall be interpreted as authorizing the Contractor or its agents or employees to act as an agent or representative for or on behalf of the State of Wyoming or the Agency or to incur any obligation of any kind on behalf of the State of Wyoming or the Agency. The Contractor agrees that no health or hospitalization benefits, workers’ compensation, unemployment insurance or similar benefits available to State of Wyoming employees will inure to the benefit of the Contractor or the Contractor’s agents or employees as a result of this Contract.

P. **Nondiscrimination.** The Contractor shall comply with the Civil Rights Act of 1964, the Wyoming Fair Employment Practices Act (Wyo. Stat. § 27-9-105, et seq.), the Americans with Disabilities Act (ADA), 42 U.S.C. § 12101, et seq., and the Age Discrimination Act of 1975 and any properly promulgated rules and regulations thereto and shall not discriminate against any individual on the grounds of age, sex, color, race, religion, national origin, or disability in connection with the performance under this Contract.
Q. **Notices.** All notices arising out of, or from, the provisions of this Contract shall be in writing either by regular mail or delivery in person at the addresses provided under this Contract.

R. **Patent or Copyright Protection.** The Contractor recognizes that certain proprietary matters or techniques may be subject to patent, trademark, copyright, license, or other similar restrictions, and warrants that no work performed by the Contractor or its subcontractors will violate any such restriction. The Contractor shall defend and indemnify the Agency for any infringement or alleged infringement of such patent, trademark, copyright, license, or other restrictions.

S. **Prior Approval.** This Contract shall not be binding upon either party, no services shall be performed, and the Wyoming State Auditor shall not draw warrants for payment, until this Contract has been fully executed, approved as to form by the Office of the Attorney General, filed with and approved by A&I Procurement, and approved by the Governor of the State of Wyoming, or his designee, if required by Wyo. Stat. § 9-2-1016(b)(iv).

T. **Publicity.** Any publicity given to the projects, programs, or services provided herein, including, but not limited to, notices, information, pamphlets, press releases, research, reports, signs, and similar public notices in whatever form, prepared by or for the Contractor, shall identify the Agency as the sponsoring agency and shall not be released without prior written approval from the Agency.

U. **Severability.** Should any portion of this Contract be judicially determined to be illegal or unenforceable, the remainder of the Contract shall continue in full force and effect, and the parties may renegotiate the terms affected by the severance.

V. **Sovereign Immunity and Limitations.** Pursuant to Wyo. Stat. § 1-39-104(a), the State of Wyoming and Agency expressly reserve sovereign immunity by entering into this Contract and specifically retain all immunities and defenses available to them as sovereigns. The parties acknowledge that the State of Wyoming has sovereign immunity and only the Wyoming Legislature has the power to waive sovereign immunity. Designations of venue, choice of law, enforcement actions, and similar provisions shall not be construed as a waiver of sovereign immunity. The parties agree that any ambiguity in this Contract shall not be strictly construed, either against or for either party, except that any ambiguity as to sovereign immunity shall be construed in favor of sovereign immunity.

W. **Taxes.** The Contractor shall pay all taxes and other such amounts required by federal, state, and local law, including, but not limited to, federal and social security taxes, workers’ compensation, unemployment insurance, and sales taxes.

X. **Termination of Contract.** This Contract may be terminated, without cause, by the Agency upon thirty (30) days written notice. This Contract may be terminated by the Agency immediately for cause if the Contractor fails to perform in accordance with the terms of this Contract.
Y. **Third-Party Beneficiary Rights.** The parties do not intend to create in any other individual or entity the status of third-party beneficiary, and this Contract shall not be construed so as to create such status. The rights, duties, and obligations contained in this Contract shall operate only between the parties to this Contract and shall inure solely to the benefit of the parties to this Contract. The provisions of this Contract are intended only to assist the parties in determining and performing their obligations under this Contract.

Z. **Time is of the Essence.** Time is of the essence in all provisions of this Contract.

AA. **Titles Not Controlling.** Titles of sections and subsections are for reference only and shall not be used to construe the language in this Contract.

BB. **Waiver.** The waiver of any breach of any term or condition in this Contract shall not be deemed a waiver of any prior or subsequent breach. Failure to object to a breach shall not constitute a waiver.

CC. **Counterparts.** This Contract may be executed in counterparts. Each counterpart, when executed and delivered, shall be deemed an original and all counterparts together shall constitute one and the same Contract. Delivery by the Contractor of an originally signed counterpart of this Contract by facsimile or PDF shall be followed up immediately by delivery of the originally signed counterpart to the Agency.

THE REMAINDER OF THIS PAGE WAS INTENTIONALLY LEFT BLANK.
8. **Signatures.** The parties to this Contract, either personally or through their duly authorized representatives, have executed this Contract on the dates set out below, and certify that they have read, understood, and agreed to the terms and conditions of this Contract.

The Effective Date of this Contract is the date of the signature last affixed to this page.

**AGENCY:**
The Wyoming Department of State Parks and Cultural Resources

Sara Needles, Administrator, Division of Cultural Resources

Date

**CONTRACTOR:**
The Wyoming Humanities Council, Inc.

Shannon Smith, Executive Director

Date

**ATTORNEY GENERAL'S OFFICE: APPROVAL AS TO FORM**

Tyler M. Renner, Assistant Attorney General

Date
Section 7
Ambassadorship
Section 8
Grants
Section 9
Meetings
Fall
1. Review/Approve budget about to close (if Federal Funding delayed)
2. Review/approve budget and business plan for coming fiscal year
3. Review Executive Director
4. Welcome new/farewell to outgoing members
5. Hand-over to new officers

Winter
1. Approve final budget for current fiscal year (if Federal Funding delayed)
2. Active advocacy for state funding
3. Review Executive Director

Spring
1. Review and approve Audit (can be done by email if necessary)
2. Mid-year programming update
3. Begin nominations process

Summer
1. Review/vote slate of officers
2. Review Final NEH report for previous year (submitted to NEH in May)
3. Review progress on strategic plan
4. Review/vote on new members

Annual Meeting/Work Cycle
2019 Board Member Travel Expense Voucher

Guidelines: Use this form to request reimbursement for travel and other costs related to the Wyoming Humanities Council. Mileage will be reimbursed at .14 cents per mile (per IRS volunteer donation regulations). The per diem rate is $137 per day if you choose to submit no receipts. It can be broken down as follows: Lodging @ $91; meals @ $35 (Breakfast $13, Lunch $14, Dinner $23). If you request actual expenses, you must attach receipts. Recommended per diem rates may be higher for certain cities or for out-of-state travel; use the GSA website to determine the rates: http://www.gsa.gov/portal/category/104711

FOR WHC OFFICE USE:

Check #:

Authorized by:

Date:

Account #:

DATES OF TRIP (to and from):

MAIL TO:

ADDRESS:

CITY: STATE: ZIP:

NAME:

TITLE:

INSTITUTION/ORGANIZATION:

NOTE: Please attach original receipts for all expenditures of $25 or over. Expenses for which reimbursement is requested must be in accordance with WHC policies attached.

I hereby certify that this is a true statement of reasonable and necessary travel expenses incurred in the performance of official duties for the Wyoming Humanities Council.

Signed

DATE

Optional: Contribution to the Annual Campaign. I hereby certify that this donation is tax deductible as permitted by applicable law. It is also my understanding that this donation may qualify for matching funds from the National Endowment for the Humanities.

Optional Contribution:

Total Expenses Due:

Total Expenses Incurred:

Date

$ 250.00 Board Meeting Stipend $ 250.00

<table>
<thead>
<tr>
<th>TRANSPORTATION</th>
<th>LODGING (Room charge only or per diem lodging rate)</th>
<th>MEALS (list names on receipts if group meal or per diem meal rates)</th>
<th>MISCELLANEOUS (Internet Connectivity, Tips, Snacks, Conference Registrations, etc.)</th>
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$ 250.00 Total Expenses Incurred: $ 250.00

Signed

Date

NOTE: Please attach original receipts for all expenditures of $25 or over. Expenses for which reimbursement is requested must be in accordance with WHC policies attached.
### Guidelines
Use this form to request reimbursement for travel and other costs related to the Wyoming Humanities Council. Mileage will be reimbursed at 54 cents per mile (per IRS volunteer donation regulations). The per diem rate is $137 per day if you choose to submit no receipts. It can be broken down as follows: Lodging @ $91; meals @ $35 (Breakfast $13, Lunch $14, Dinner $23). If you request actual expenses, you must attach receipts. Recommended per diem rates may be higher for certain cities or for out-of-state travel; use the GSA website to determine the rates: [http://www.gsa.gov/portal/category/104711](http://www.gsa.gov/portal/category/104711).

### 2019 Board Member Travel Expense Voucher

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| DATES OF TRIP (to and from) | |
| DESTINATION (City, State) | |
| PURPOSE (include event) | |

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<tr>
<th>TRANSPORTATION</th>
<th>LODGING</th>
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<th>MISCELLANEOUS</th>
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<td>Airfare, bag check fees, car rental, gas for car</td>
<td>(Room charge only) or per diem lodging rate</td>
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<td>Internet Connectivity, Tips, Snacks, Conference Registrations, etc.</td>
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**Total Expenses Incurred:** $ -

**Optional Contribution:**

I hereby certify that this is a true statement of reasonable and necessary travel expenses incurred in the performance of official duties for the Wyoming Humanities Council.

Signed ______________________ Date ____________

---

**Optional Contribution to the Annual Campaign:** That this donation is tax deductible as permitted by applicable law.

It is also my understanding that this donation may qualify for matching funds from the National Endowment for the Humanities.

**Total Expenses Due:** ____________

**NOTE:** Please attach original receipts for all expenditures of $25 or over. Expenses for which reimbursement is requested must be in accordance with WHC policies attached.
Section 10
Development
This page intentionally left blank for notes
Section 11

Legacy Fund