



CROW CANYON ARCHAEOLOGICAL CENTER

TOUCH THE PAST, CHANGE THE FUTURE

BOARD OF TRUSTEES MEETING PACKET

APRIL 19-21, 2018
GRAND HYATT DENVER, COLORADO



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Board of Trustees Meeting Packet

APRIL 19 – 21, 2018

GRAND HYATT DENVER, DENVER, COLORADO

Please print and bring your packet to the meeting

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Crow Canyon Archaeological Center

Board of Trustees Schedule

Denver, Colorado ~ Grand Hyatt Denver

April 19 – 21, 2018

Denver Venue Locations

Grand Hyatt Denver, 1750 Welton Street

American Museum of Western Art, 1727 Tremont Place

Pinnacle Club, Grand Hyatt, 555 17th Street, #3700

Ricketson Auditorium, Denver Museum of Nature and Science, 2001 Colorado Blvd.

History Colorado, 1200 North Broadway

Thursday, April 19

Afternoon Check in at the Grand Hyatt

5:45 Meet in hotel lobby and walk to reception

6:00 Board reception at the American Museum of Western Art - The Anschutz Collection
(cocktails and heavy hors d'oeuvres)

8:00 Return to the hotel on your own

Friday, April 20

7:00 – 8:00 Breakfast Buffet (Crystal Peak A 38th Floor)

8:00 – 9:30 Development Committee (Crystal Peak B)

9:30 – 11:00 Program Revenue & Marketing Committee (Crystal Peak B)

11:00 – 11:15 Break and refreshments (Crystal Pre-Function)

11:15 – 12:15 Native American Initiatives Committee (Crystal Peak C)

12:30 – 1:30 Lunch (Crystal Peak A)

1:30 – 2:30 Investment Committee (Crystal Peak C)

2:30 – 2:45 Break and refreshments (Crystal Pre-Function)

2:45 – 3:45 Nominating and Governance Committee (Crystal Peak B)

Audit Committee (Crystal Peak C)

3:45 – 4:45 Governmental Affairs (Crystal Peak B)

Facilities Committee (Crystal Peak C)

6:00 Reception with guests, Pinnacle Club

7:00 Dinner



Saturday, April 21

7:00 – 8:00	Breakfast Buffet (Crystal Peak A 38 th Floor)
7:30 – 8:45	Executive Committee/Strategic Planning Committee (Crystal Peak B&C)
8:45 – 8:50	Board Photo in Pinnacle Club
8:50 – 9:00	Break
9:00 – 11:45	Board of Trustees meeting (Crystal Peak B&C)
11:45 – 12:15	Lunch (Crystal Peak A)
12:30	Meet in hotel lobby
12:35	Bus leaves for Denver Museum of Nature and Science
1:00 – 4:00	Symposium <i>The Impact of Chaco Archaeology: Past and Present</i>
4:15	Bus returns to hotel
5:40	Meet in hotel lobby
5:45	Bus leaves for History Colorado
6:00	VIP Reception, dinner, and program at History Colorado
9:00	Bus leaves for hotel

Events: When & Where

Thursday, April 19

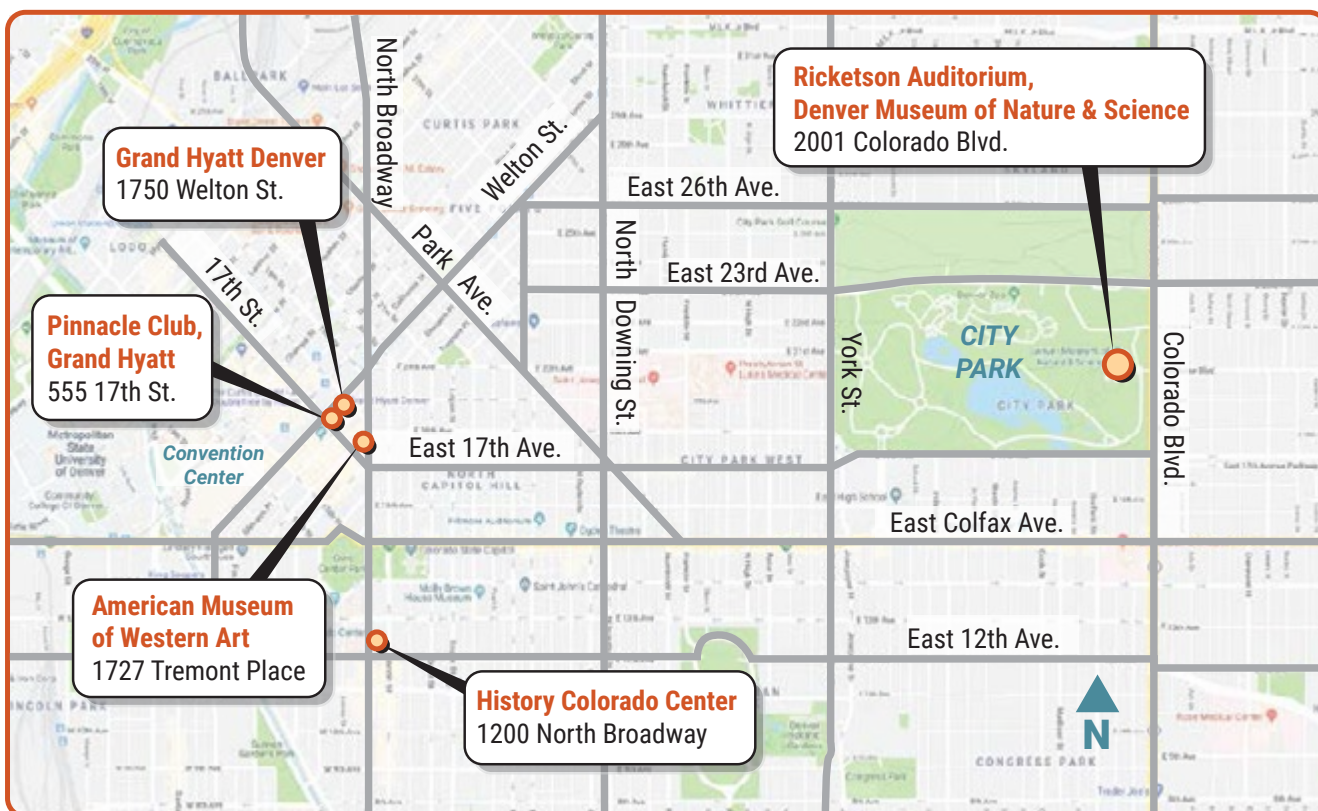
- 5:45 Meet in Grand Hyatt Denver lobby and walk to reception (half block)
- 6:00 Board reception at the American Museum of Western Art - The Anschutz Collection
- 8:00 Return to the hotel on you own

Friday, April 20

- 7:00 – 4:45 Breakfast, lunch, and committee meetings, 38th floor
- 6:00 Reception with guests, Capitol Pre-function, Grand Hyatt Denver
- 7:15 Dinner, Capitol Peak Room
- 8:15 Program with Mark Varien and Liz Perry

Saturday, April 21

- 7:00 – 12:15 Breakfast, lunch, Executive Committee and Board meetings, 38th floor
- 8:45 Board photo (meet in the Capitol Pre-function on the 38th floor)
- 12:30 Meet in hotel lobby
- 12:35 Bus leaves for Denver Museum of Nature and Science
- 1:00 – 4:00 Symposium The Impact of Chaco Archaeology: Past and Present
- 4:15 Bus returns to hotel
- 5:40 Meet in hotel lobby
- 5:45 Bus leaves for History Colorado
- 6:00 VIP Reception, dinner, and program at History Colorado
- 9:00 Bus leaves for hotel



Crow Canyon Archaeological Center
Board of Trustees Meeting Agenda

April 21, 2018, Denver, Colorado
9:00 am – 11:45 am

Call meeting to order	Milne	9:00
Executive session	Milne	9:00
Vote on Pamela Dowd for election to the Board	King	9:15
Approval of minutes of previous meeting	Milne	9:18
Chair's report	Milne	9:20
<ul style="list-style-type: none">• Board retreat follow-up• Board survey results• Upcoming Board meetings		
President's report	Perry	9:30
<ul style="list-style-type: none">• President's message• Strategic planning process• Financial reports		
Quarterly spotlight on programs	Varien	10:00
<ul style="list-style-type: none">• Research Institute's <i>Pueblo Farming Project</i>• Research Institute Quarterly Report		
Committee reports		
• Nominating and Governance Committee	King	10:15
• Program, Revenue and Marketing Committee	Schwietert	10:20
<ul style="list-style-type: none">◦ Marketing and Sales◦ Cultural Explorations◦ Education◦ Archaeology		
• Development Committee	Boyce	10:35
<ul style="list-style-type: none">◦ 2018 YTD gifts compared to 2017 gifts◦ Development		
• Investment Committee	Lightfoot	10:45
<ul style="list-style-type: none">◦ Consolidated Investment Account Report		
• Facilities Committee	Fraley	10:55
<ul style="list-style-type: none">◦ Campus Services◦ Information Technology		
• Governmental Affairs Committee	Kumli	11:05
• Native American Initiatives Committee	Suina	11:15
<ul style="list-style-type: none">◦ American Indian Initiatives		
• Audit Committee	Fraley	11:25
• Executive Committee	Larimore	11:35
Adjourn		11:45

Pamela E. Dowd

Pam has been a supporter of Crow Canyon since her first trip on the San Juan River with Bill Lipe in 1991. Since that time, she has participated in adult archaeological fieldwork including excavation, site survey and laboratory work. She has traveled on many of the Crow Canyon Explorations in the Four Corners region, Mexico, and beyond. Her experiences with Crow Canyon prompted her to change her career path and obtain an undergrad degree at Franklin and Marshall University in Anthropology and continue at George Washington University for a Masters in Museum Studies/Anthropology.

Pam's early business career involved the founding and managing of William Fox Munroe, Inc., a graphic design studio in Reading, PA. After grad school she went on to work as a consultant for several museums including The National Museum of American History, Smithsonian Institution in Washington, DC. Upon moving to Colorado in 1999, she worked at The Wildlife Experience in Parker, CO.



Pam Dowd at CultureFest 2017

Over the years, Pam has served on many non-profit boards in both Pennsylvania (her original home) and here in Colorado. Her lifelong interest in nature and the environment is reflected in her volunteer service to the Berks County Conservancy, The Baird Ornithological Club, Sierra Club, Huerfano County Historical Society, and the Spanish Peaks Center for the Performing Arts. Civic duties include 25 years of service to the Berks County Planning Commission and the Spring Township Planning Commission (in Pennsylvania) and the Town Council of LaVeta.

She continues to spend her spare time running ½ marathons, taking long motorcycle trips, skiing in the winter and, when in Chicago (a part time home due to her husband, Terry's business) she rescues migratory birds that crash into the skyscrapers.

Crow Canyon Archaeological Center Minutes of the Board of Trustees Meeting

April 27, 2018, Albuquerque, New Mexico

Present: Dave Melanson, Pam Powell, Connie Moramarco, Joan Goldstein, Leslie Masson, Joseph Suina, Betsy Alexander, Roberta Rubin, Emmy King, Barbara Schwieter, Ron Larimore, Pete Boyce, Deedee Decker, David Fraley, Carole Segal, Nancy Stevens, Quincalee Brown, Peggy Zemach, Bill Lipe, Paul Torres, Ricky Lightfoot, Bruce Milne

Absent: Bruce Albright, Sue Anschutz-Rodgers, Frank Cicero

Staff Present: Brice Jones, Roberta Begay, Sarah Pretzer, Sarah Payne, Jeanne Becker, Mark Varien, Paul Maddex, Liz Perry

Others Present: Barbara Grant, Executive Coach

Bruce Milne called the meeting to order at 10:00 am. He thanked Paul Torres and family and Isleta Pueblo for their hospitality Thursday night. Thank you to Jeanne and staff for preparation for the meeting. He welcomed back Joseph Suina and Peggy Zemach as well as welcomed Liz Perry as our new president/CEO. A motion to approve the minutes of October 13, 2017 was made and approved unanimously. Bruce nominated Karl Kumli (returning trustee) to be our newest board member. A motion to approve was made, seconded and was unanimous. Karl was welcomed by the board.

Chair's Report: Bruce thanked the trustees for their participation in the board retreat and for attending the January meeting. This large turnout sets the tone for the entire year. Feedback from the board retreat was positive. Consensus from the retreat was that the board wants to feel more engaged and empowered. Both Dave (incoming chair) and Liz (new president/ CEO) acknowledged that and ask for time to look at committee structure and report back. At year-end, Crow Canyon (CC) financials (unaudited) show a strong position with nearly \$30M in assets, \$900K in cash on hand and an endowment of \$25M. At the same time, we need to help Liz and staff by looking closely at operations and our cash flow. Capital improvements are a priority. For the board, donor and trustee cultivation and introducing CC to more new people is key. This board has been incredibly generous in its support and time – please continue. For our Denver event, strong board presence is key – spread the word. Regional events cost money and the more the board can underwrite, the more successful we will be. It's a privilege to be part of this group - thank you for making CC a priority.

President's Report: Liz Perry thanked everyone for participating in the board retreat. She emphasized that setting strategic directions is an essential task of the board and that she and the staff will provide the necessary information to ensure our success, and to remain focused on our mission areas, our goals and our impact. Over the next few months, staff will work together to set the business model, using our talent, resources and expertise to bring recommendations to the board. At our April board meeting, we will have more information to help you do your job. I am grateful for your time and wisdom.

Executive Committee Report: Ron Larimore reported that as result of the board retreat, this committee will improve its communication to the rest of the board. If we keep the present committee structure, we will assess rotating committee chairs and setting two or three year limit terms.

Audit Committee: David Fraley reported the auditors will be on campus Feb. 12-14 and will have audited numbers in March. Cash for operations 2017 year- end was \$911K, slightly less than 2016. Balance for cabins is \$202K and we are scheduled to pay off the remainder in February 2020. Investments grew by \$7.1M(15.67%) at year -end. Total Current Liabilities were \$133K less than last year and Total Noncurrent Liabilities were \$8.5K less than last year. Assets grew \$6M and Earned Revenue, \$135K less than 2016, 91% of budget. Fundraising campaign is higher by \$3.8M, 315% of budget. Expenses are \$50K less than last year and 93% of budget. Roberta and Liz will provide a year-end forecast on the 2018 budget in April.

Facilities Committee: Dave Fraley has prioritized projects for 2018. They are: grant funding for the lodge remodel, Pueblo Learning Center repair (bid for \$8K was submitted), acquire 3 new vans and a new bus (\$120K for the bus), septic tank repairs, a new leach field for the Research Institute house, and repairs on the NE stairwell of the Gates Building in 2019. Instead of remaining in our pattern of deferred maintenance, we need to create a separate capital budget and work with development to seek out funds/donors.

Investment Committee: Ricky Lightfoot reviewed the performance of our endowments to date on pages 15-19 of our board packet. In summary, 2017 yearend market value for the total portfolio is just over \$25M, with \$3M in total returns on investments (15.5%). The equity portion of the portfolio had very strong returns of 23%, or about \$1.3 million. The portfolio performance exceeded both of our two benchmarks, which are the composite and flexible indexes. In addition to the \$3 million in investment returns, we had \$4M added to the endowment portfolio with the establishment of the William D. Lipe Chair and the William D. Lipe Advances in Research funds.

The committee is proposing that we adjust our investment policy, which is currently based on a Tobin Rule that has a stability factor and a market factor. In our current policy, the market factor is given greater weight (70%) than the stability factor, and the market factor includes a spending rate of 5%. The Investment Committee is recommending that we change the weighting to give the stability greater weight (70%) and to change the spending rate to 4.5%. Since 2008, interest rates have been low, and the economic recovery has been slow—creating an investment environment in which it has been difficult to sustain strong returns on a balanced portfolio. As a result, most institutions have reduced their spending rates to 4.5% or less. The changes to the formula are more conservative on the spending rate and emphasize stability and sustainability in the amount of money we allocate for expenditure each year. The Investment Committee is in support of adopting these changes. The budget process begins in July, so we would need to approve changes by July, at the latest, for them to have an effect on the 2019 budget. The stock market has been rising since mid-2016, and the overall economy is improving, barring any major world event. It is better to implement these changes when the market is good. Ricky will send the information presented in the Investment Committee to all board members for review.

Development Committee: Pete Boyce reported that Development has a fully staffed department and welcomed Sarah Pretzer, Planned Giving and Major Gifts Officer. Some highlights regarding the Annual Fund are: Non-Board contributions increased to \$518K in 2017 from \$388K in 2016 and increased to 86% of our budget in 2017 compared to 67% in 2016. This is a great improvement despite being under staffed and the year-end transition in leadership. In the future, this committee will focus on reviewing reports ahead of time and will spend more time focusing on ways to raise revenue, especially the Annual Fund. Ricky gave the Campaign update which includes completing the cabins funding, reaching the goal for the Research Institute and \$1M for Inspiring Students. We have \$2.5M left to raise (\$1.5M is for 2018 Annual Fund), \$0.5M for capital improvements, \$0.5M for Education (redefined to include professional development and training for staff). We have achieved 93% of our \$19M Campaign goal. If we can achieve 2-3 year commitments toward capital improvements, it will all be included as part of the total Campaign.

Program Revenue and Marketing: Barbara Schwiertert reported that Roberta provided our Committee with color bar charts that compare revenue to budget over the last six years for each program area. Overall, 2017 program revenue at year-end was \$1.3M (91% of budget) compared to \$1.2M in 2016 (88% of budget).

In Education, revenue increased by \$13,000 in 2017. Enrollment in Day Tour and Teen programs increased. We had eight new schools and three lapsed schools. Schools are 85% of budget (cancellations due to hurricanes in TX and FL in Oct.). Schools are booked April through June, 2018 amounting to projected revenue of \$450K. High School Field School received two registrations as a result of Cyber Monday. Education is evaluating the true program cost for schools, to support the budgeting process. We did not receive the NEH grant for 2018, which may be because we had received it for five consecutive previous years. We will apply again in 2019.

In Archaeology, we are 115% over budget in 2017. College Field School will be the focus of marketing in 2018 via e-blasts and social media. We are promoting college custom programs and Earthwatch has booked 6 weeks for 2018.

Cultural Explorations achieved 82% of budget in 2017 – a 2.0% increase over 2016. We have strong enrollment going into 2018. A successful Cyber Monday promotion resulted in 41 new registrations - most were for CE seminars. Six programs have already passed the minimum to run. Hygiene email is new this year. Monthly emails are sent to registered participants to prepare them for their trip. One example is to send a book list related to the program and to request them to use AmazonSmile. They can select Crow Canyon as their non-profit choice. Spring Bears Ears is sold out. Year-end CE impact on contributions is \$54K and \$1.4M in cumulative contributions.

A restructuring of the PR&M Committee and report content was discussed. Concerning a question on the financial impact of travel discounts, it was explained that the breakeven number is compromised and we need to make it up in volume.

Nominating and Governance Committee: Emmy King reported that Liz, our new CEO, sent in her resignation from the board but will remain as a non-voting member. An outcome of the board survey is that the trustees would like more transparency and to be more involved. A board assessment survey will be distributed which will ask trustees about their skills, interests, committee interests and willingness to chair a committee. The board would like to have involvement in the CEO evaluation process. This committee will research other non-profits to obtain examples of how this is structured and will obtain input from the board. With so many staff changes, no one has been maintaining the board orientation materials and they need to be updated. If a trustee has a serious concern about another trustee or staff member, his/her first point of contact will be the board chair and the second contact will be the Nominating and Governance chair. Pam Dowd will be voted onto the board in April. We have four new board members in the past year and Pam will be #5. We have a strong list of trustee prospects but please continue submitting names for consideration. Part of our responsibility as a trustee is to bring in new members – invite them to Denver's event.

Government Affairs Committee: Bill Lipe reported that by our next meeting, the committee will review our planning documents and set committee goals for the coming year. Deborah remains involved in the Western Conservation Association grants. These grants provide the funding for us to bring relevant people from DC to learn about important issues, such as Bears Ears and tribal access to cultural resources. The Trump administration proposed to reduce the size of Bears Ears National Monument to two smaller monuments - this has legal implications on the Antiquities Act. Three groups are litigating the president's proclamations. Crow Canyon is providing information support and advocacy efforts to help Patagonia, Dine Bikeyah, Friends of Cedar Mesa, Archaeology Southwest, etc. Paul Torres reported that the Governor of Zuni and four other tribes will testify in DC. Zuni wants a resolution supporting the lawsuit and requests other tribes to provide testimony in opposition to the reduced monument. Paul will propose a resolution to the governors. (RE:HR4532 hearing) A meeting will take place with the All Pueblo Indian Council on Monday in Santa Fe on the sale and lease of oil/gas rights surrounding Chaco. Deadline for comments is February 8th.

Strategic Planning Committee: David Fraley reported that the Strategic Plan has been closely tied to the operational capital campaign, which will end December, 2018. Liz will host a strategic planning retreat with the staff. The goal is to combine the results from both the staff and board retreats to develop a strategic planning agenda. The only options for a board strategic planning retreat are July, 2018 or January, 2019.

American Indian Initiatives Committee: Joseph Suina wants to clarify the role of NAAG membership. We want to be inclusive of all tribes. Of the 22 Pueblo tribes, 9 have never been members of NAAG. Currently, we have 9 members: Hopi, Zuni, Zia, Jemez, Ohkay Owingeh, San Ildefonso, Cochiti, Acoma, and Taos. We need to discuss term limits and member transitions. We want to elevate NAAG's involvement in Crow Canyon. It's been years since we've contributed advice outside of CultureFest and NEH programs. NAAG would like to be more involved in the education of staff and of board members. We want to elevate Crow Canyon's connections to the tribes, for example, strengthening educational programs that include contemporary life and establishing a process for communication. Bruce asked Liz and Ron to work with Joseph to help address his questions and provide direction.

New Business: The last of the regional events will be April 19-22, 2018 in Denver. Pam and Sue are co-chairs of the event. Page 38 of the board packet has information regarding the event. Jeanne reviewed the details of the Denver event for the trustees. The theme for the event is "Join Us" which conveys how participants can be part of Crow Canyon. Steve Turner, executive director of History Colorado, will give a special tour of curation artifacts at the Saturday night event. Financial support is always welcome for these regional events.

Keep Thursday open in July for a strategic planning session. CultureFest dates are Oct. 11-13, 2018

Having completed all its business, the Board voted to adjourn the meeting at 12:10.

Barbara Schwiert

Secretary

Board Governance Retreat Follow-up

A Board Retreat was held at Hotel Chaco in Albuquerque, NM on Thursday January 25, 2018.

Areas for improvement identified in retreat

- Assessing CEO performance
- Assessing Board performance
- Orienting new trustees and continuing to engage and educate the Board
- Understanding the roles of the Board, CEO, and staff
- More transparency/communication from the CEO

Status of action items requested to address improvement areas

Items completed or near completion

- Board survey requesting committee interests was conducted, with survey results in the Board packet. Responses will be used to inform committee membership decisions.
- Chairman will schedule executive session at each board meeting to discuss concerns of trustees.
- Chairman will allow time for meeting evaluation.
- President will send periodic updates to the Board and hold individual calls with trustees.
- Board reports have been streamlined, to focus on essential governance items.
- Board will be engaged in CEO evaluation.
- CEO job description will be emailed to the Board
- Procedures for improved orientation for new Board members are underway.

Items in progress

- Provide regular and relevant Board training
- Improve process for handling complaints/grievances from staff and Board
- Define process for Board evaluation and CEO evaluation
- Develop process for collaborative strategic planning that addresses vision, mission, goals, and actions
- Evaluate committee structure, including type, number, and roles of committees
- Develop a strategy for succession planning, for both staff and trustees
- Maintain engagement with past Board members

2018 Board Survey Results

Overview: Using an online Survey Gizmo tool, a 9-question survey was emailed to 27 Board members in March 2018. Responses were received from 23 Board members, for a response rate of 85%. The results of the survey are presented below.

1. ***If opportunities to serve on different committees become available, what committees would you like to serve on? Check as many as you'd like.*** Number who indicated interest in each committee is in parentheses.

Native American Initiatives (12)	Program Revenue and Marketing (6)
Development (11)	Investment (6)
Nominating and Governance (9)	Facilities (5)
Governmental Affairs (7)	Audit (2)

2. ***Would you be interested in serving as a committee chair?***

Yes 8 (38%)

No 13 (62%)

3. ***If yes, what committee(s) would you be interested in chairing?*** Number who indicated interest in serving as chair of each committee is in parentheses. In some cases, current chairs indicated interest in continuing to serve as chair of their committee.

Native American Initiatives (1)	Program Revenue and Marketing (3)
Development (3)	Investment (1)
Nominating and Governance (2)	Facilities (0)
Governmental Affairs (1)	Audit (0)
Executive Committee (1)	

4. We currently have four Board meetings a year, with our Annual Meeting in October. Are you in favor of keeping this current meeting structure?

Yes 16 (70%)

No 7 (30%)

5. If no, what changes in meeting frequency and schedule would you recommend?

Summary of text responses: The seven people who favor a change in meeting structure all recommend going back to three meetings a year. Their reasons for this change include:

- Too expensive and too time consuming to attend and fully participate in four meetings a year
- One meeting a year was added because of the campaign; now that the campaign is over, we should return to three (comment made by 2 people)
- Three meetings might result in better attendance
- Have summer meeting be in June rather than July
- Get rid of the summer meeting (comment made by 2 people)
- Extend fall meeting to an additional day (so as not to feel rushed to get on with CultureFest activities)
- Shorten October meeting; four nights in Cortez is a lot
- It's a lot of work for staff to prepare for four meetings a year; the dilemma is that Board meetings are the only chance for the Board to interact with staff. If the number is reduced, we have less opportunity for interaction with staff.
- Have a Board discussion about meeting frequency

6. Crow Canyon as a password protected website for the Board of Trustees. Do you know how to access it?


Yes 14 (64%)

No 8 (36%)

7. If you have accessed the Board website, do you find it useful? What changes would you recommend to make it more functional for Board members?

Summary of text responses:

- It's a nuisance to look up the password. Make it easy, like "Board 2018." Or, allow users to create their own password. It's more difficult to access now than in the past.
- Use it as the primary communication method for board materials, instead of email. Email members only to notify them that new information has been added. Use it for committee forums in between committee meetings.
- The only information that is useful is the staff and Board contact lists. It is not regularly updated.
- Post meeting minutes, Board policies, Board packet, current Board contact information.

- 
8. **Please provide us with your preferred mailing address, email address, and phone number for all Board related communications.** Information was provided by all respondents.
9. **Do you have any suggestions on how to improve the experience of serving on the Crow Canyon Board of Trustees?**

The Board took time to provide detailed responses to this question. It is difficult to summarize all the responses. A few of the highpoints are list below. Liz will carefully review all comments and use this information to assist in Board development and strategic planning.

Areas of Board strength:

- Serving on the Board is a rewarding experience. Members take their roles seriously.
- Financial oversight and development are areas of strength
- It is an honor and a joy to serve on the CCAC Board!
- It's an exceptional and worthwhile experience.
- Sue has said, many times, that the CC board is the best functioning board she has served on. I am content with the board's functioning and interaction.
- CC's leadership provides plenty of communication. Don't change that!

Areas for Board improvement:

- More Board involvement with programming and mission areas, not just focus on revenue generation (mentioned by several people)
- Have President share how she evaluates the Center's success in meeting three mission areas. Should there be a board committee for each mission area?
- Is there a need for independent peer review assessments of the Center's performance?
- More inclusive environment, especially with Executive Committee
- Include mission accomplishments and impact in addition to revenue generation in strategic plan
- Move people through the system so that all board have opportunity to lead; new committee chairs bring new ideas and refresh a committee; rotate committee chairs and membership (comment made by several people)
- Share staff reports in between meetings, so that Board can participate rather than just listen during Board meetings; have longer board meetings that are more interactive and meatier (this comment was shared by several people)
- Have committees focus on the future rather than just reviewing what has been accomplished in the past; present *policy focused issues* during committee meetings
- Overhaul of committees is needed; examine of purpose of committees; add strategic planning as a committee unto itself
- Keep board informed of actions or issues that may be pending; don't keep the full board in the dark
- Have better all-round communication (comment made by several people)
- Use the mentoring system for new board members

Upcoming Board Meetings and Events

April 2018

Board Meeting, July 19-21, 2018: The July Board meeting will be at the Crow Canyon Archaeological Center, beginning Thursday July 19 and ending after lunch on Saturday July 21. Liz is developing goals for this meeting. The structure may be somewhat different from the traditional format of committee meetings on Friday and Board meeting on Saturday. More information to come! A block of rooms has been reserved at the Holiday Inn Express for \$99 per night. Call 970-565-6000 and ask for the Crow Canyon block.

CultureFest and Annual Meeting, October 11-13, 2018: We have a full schedule of lectures and activities lined up for this year's CultureFest. Here's a taste of what's in store. We have lots of CultureFest Save the Date cards – feel free to take as many as you need to share with friends and associates.

Wednesday 10/10: Trustees arrive in Cortez. You can now book your room online at the Holiday Inn Express. See directions below. There will be a reception or dinner for trustees on campus.

Thursday 10/11: Committee meetings all day. Tours of the Haynie dig site will be offered to CultureFest guests in the afternoon. This addresses the problem of the tours interfering with the lecture schedule. We are making it clear in all our materials that anyone who wants to tour the Haynie site must arrive in Cortez by Thursday noon. Trustees may not be able to take the tour, due to conflicts with the committee schedule. If you'd like a tour, let me know and we'll set up a Wednesday afternoon Haynie site tour for board members.

The Chairman's Council reception for our major donors and VIP guests will be on campus, in the evening.

Friday 10/12: The annual meeting is scheduled for Friday morning and is open to anyone attending CultureFest. Friday's schedule showcases the work being done by Crow Canyon's archaeologists and educators. Grant Coffey, Kristen Kuckelman, Mark Varien, and Paul Ermigiotti will be giving lectures. Crow Canyon's educators will demonstrate and discuss their experiential learning curricula. Will Tsosie (Diné) and Luis Garcia (Tiwa/Piro) will lecture on Navajo landscapes and traditional pueblo weaving.

Friday evening's featured speaker is Ann Hillerman, best-selling author and daughter of Tony Hillerman. Anne will describe how her new novel, *Cave of Bones*, weaves modern mystery and Navajo traditions with the evocative landscape of the American Southwest.

Saturday 10/13: Saturday begins with a showing of Shash Jaa' Bears Ears, an ethnographic film about the Bears Ears National Monument, directed by Angelo Baca. An impressive panel of experts - Angelo Baca (Diné and Hopi), Lyle Balenquah (Hopi), Mary Yazzie (Ute), Bill Lipe, and Laurie Webster – will discuss the documentary and reflect on the importance of Bears Ears to both indigenous peoples and archaeologists.

Lectures throughout the day will be given by Lyle Balenquah, Laurie Webster, Jeb Foutz (invited), Alan Garfinkel, Luis Garcia, Sharon Milholland and Dan Simplicio. The evening ends, as always, with our Silent Auction, Reception, and Annual Awards banquet.

CultureFest Fees

Thursday Haynie Site tour: \$25

Friday – all day including evening dinner and entertainment: \$125

Saturday – all day including evening banquet: \$125

Saturday (banquet only): \$30

Register online at: crowcanyon.org/culturefest

Treasures in our Backyard 10/14 and 10/15:

Guests and trustees are invited to extend their CultureFest adventure by signing up for full-day field trips. In an intimate group of no more than 15, you will spend a day with our scholars and explore little-known archaeological treasures in Crow Canyon's backyard. Fees cover all costs except for hotel.

Sunday's Field Trip: Explore archaeological treasures in Canyons of the Ancients with Mark Varien, ending with an elegant wine reception. Tour leaves from Holiday Inn Express. (9 AM to 7 PM) Cost: \$275

Monday's Field Trip: With Mark Varien and Ute Mountain Ute educator Rebecca Hammond, take a guided hike into the Ute Mountain Tribal Park. Hiking is moderately strenuous and requires climbing a series of ladders to canyon sites. The day ends with dinner at the Research Institute House. Tour leaves from the Holiday Inn Express. (9 AM to 7 PM) Cost: \$275

The 2019 Board meeting schedule has not yet been established.

Directions for accessing the Holiday Inn Express Crow Canyon block online:

Google: [Holiday Inn Express Cortez Colorado](http://HolidayInnExpressCortezColorado) (the actual web address is quite lengthy).

Click on "Book Now" and select the dates you want to stay. Because of the way the codes are set up, you will need to register more than one time, if you're arriving on Wednesday. Sorry about that. Select the dates you're staying and enter the Group Code below, applicable to those dates. Our \$99 per night rooms will show up; you can reserve a king room or a room with two queens. Any problems? Please let me know immediately.

Crow Canyon Culture Fest 1
Arrival: October 10, 2018
Departure: October 11, 2018
Block Code: CC1

Crow Canyon Culture Fest 2
Arrival: October 11, 2018
Departure: October 14, 2018
Block Code: CC2

Crow Canyon Culture Fest 3
Arrival: October 14, 2018
Departure: October 16, 2018
Block Code CC3

President's Message


April 10, 2018

Crow Canyon is truly an amazing experience. In the last few months alone, I've seen kids hopping with excitement about new ways of learning, our staff deep in conversations with each other about the role of our organization in bringing people and cultures together across differences, and brainstorming sessions going on about how Crow Canyon can expand our role to have a tangible impact on the present and future lives of young people in our community. As I began my work as Crow Canyon's President, from the first moment of my job interview, it was clear that a number one priority needed to be improving communications and job satisfaction among our employees. As a result, I spent the first month in listening sessions, deploying an all-staff survey, reading the board report on staff morale, and sitting down for an individual meeting with each employee. What an amazing group of people! As a result of this process, I made some organizational changes designed to keep us all closer together, talking and listening and hearing each other as we plan and deliver on our successful future.

We concluded this process with a staff retreat – two days of working, listening, and crafting a vision for what Crow Canyon could be as a community of colleagues. Moving forward we are all committed to a new set of organizational norms (listed to the right), which we designed ourselves to bring out the best in all of us, and support our work on our mission. Many staff members from a variety of departments and roles have formed an organizational climate task force to continue these conversations. As I write this message, these employees are working together to look at ways to continually improve our collective work environment and have already come forward with creative and powerful ways to make our campus as amazing a place to work as it is to visit.

- Listen for understanding – not defensive
- Lean into open-mindedness – not fixed
- Respectful across differences – not fragile
- Accountable to each other – not isolated
- Practice humility – not arrogance
- Learn from mistakes – not blaming

This retreat also gave us an opportunity to focus on our upcoming strategic planning process. Our employees are key stakeholders of Crow Canyon, and every employee at Crow Canyon plays an important role in carrying out our mission - so we made sure to allow for each person's voice to be heard. In the retreat, we all contributed to generating ideas for a vision of how the work we do at Crow Canyon can improve our shared world. What I and the staff care significantly about is moving that



vision forward into the world in measurable ways. We are excited about working with you, our trustees, to build a strategic planning process that engages all of our stakeholders. We appreciate that we have many stakeholders: our board, the staff, professional communities of archaeologists and educators and other scholars, Native American communities, donors, participants, our students, the schools that bring children here among us. Everyone who comes to Crow Canyon or is touched by the work that we do has strong feelings and opinions about our work. It is our work now to make sure that all of our stakeholders are heard and engaged with us in this process of putting together a strategic vision for our future.

Wider stakeholder engagement in planning our future has so many benefits. It will benefit Crow Canyon to develop the next generation of supporters to join us in our work of influencing how the past is understood and translated through education and experience. Stakeholder engagement also helps us to evolve as an organization to be able to tackle the lofty aspirations that are in many of our hearts. As we look at how human history and the present day are interpreted and understood, a new path emerges for how Crow Canyon can play a role in bringing people together who care about our shared society. We will continue to connect with many different people and organizations to make sure that we are walking a path that draws us together.

The planning process we envision involves multiple conversations, interviews, studying similar organizations, and engaging you, our trustees, as well as donors, participants, our local communities, and Native American community members and leaders. This will mean work for our staff and board and partners so that we can come to the end of this year with a strong vision for our future, and a viable and practical work-plan for how to get from here to there. This will also mean a new level of investment for those of us who have worked to bring Crow Canyon to this moment. We will need all of our wisdom, experience, hope, vision and investment to set Crow Canyon on a sustainable path, poised to impact our community and wider society forever.

Thank you for the opportunity to help lead Crow Canyon into the future. I am working with the staff to improve and streamline our communications, to focus our work efforts on impact, and to engage our trustees and our donors in understanding our challenges and opportunities in the present. Based on recent board survey results, we have shifted our format for board meetings. For our board members, this will mean less quantity of information provided for each meeting, but a deeper focus on the quality of information you receive, and engaging you more in forward-looking conversations than backward-looking reporting. We are hopeful that you will feel and participate in the energy that we are experiencing right now at Crow Canyon.

I continue to be honored to have this opportunity to engage with our work on (and in!) the ground, to participate in our educational programs, and to connect with our staff in our shared challenges and hopes. I believe our future path is exciting and important and I'm looking forward to walking that path together.

Warmly,
Liz

Financial Report

Department: Finance
Name: Roberta Begay

April 2018

Report to: Board of Trustees
Quarter: 1Q 2018

Key Accomplishments

- Created new Financial Forecast Report
- Completed Audit 2017- no corrections
- Created new templates for financials
- Calculated the spending estimate for 2019 endowments, using suggested policy
- Recalculated spending estimates for 2018 endowments, using both old and suggested policies
- Built new cash flow analysis

Key Challenges

- Reconciling difference in our benefits
- Enrollment reconciliations
- March 2018 financials show a \$199K deficit, the same as our March 2017 financials.
- 2018 revenue overall is 2% higher and our expenses are 2% higher due to
 - higher salary, wages, benefits
 - higher maintenance costs due to repairs on vehicles and buildings

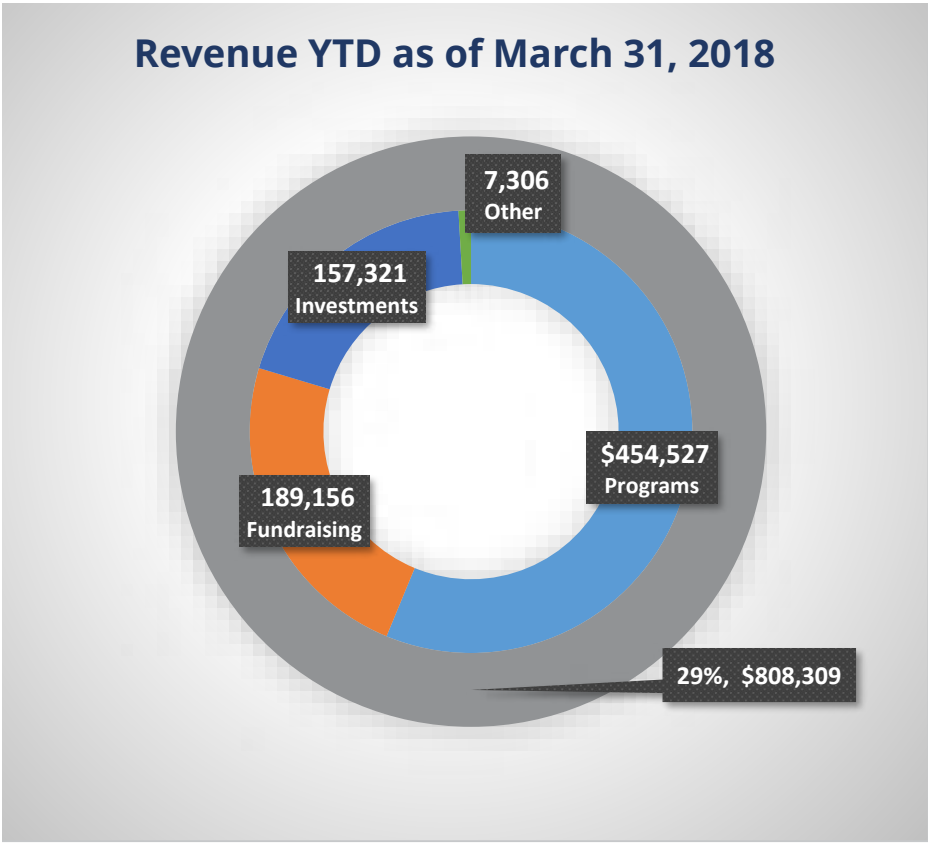
Staff and Administrative Changes

- Terri Jones resigned, last day is April 27

Upcoming Plans for the Quarter

- Work toward meeting with Liz and department heads on reviewing each department budget
- Strategic planning
- Continued outlook on cash forecast
- Build a capital plan

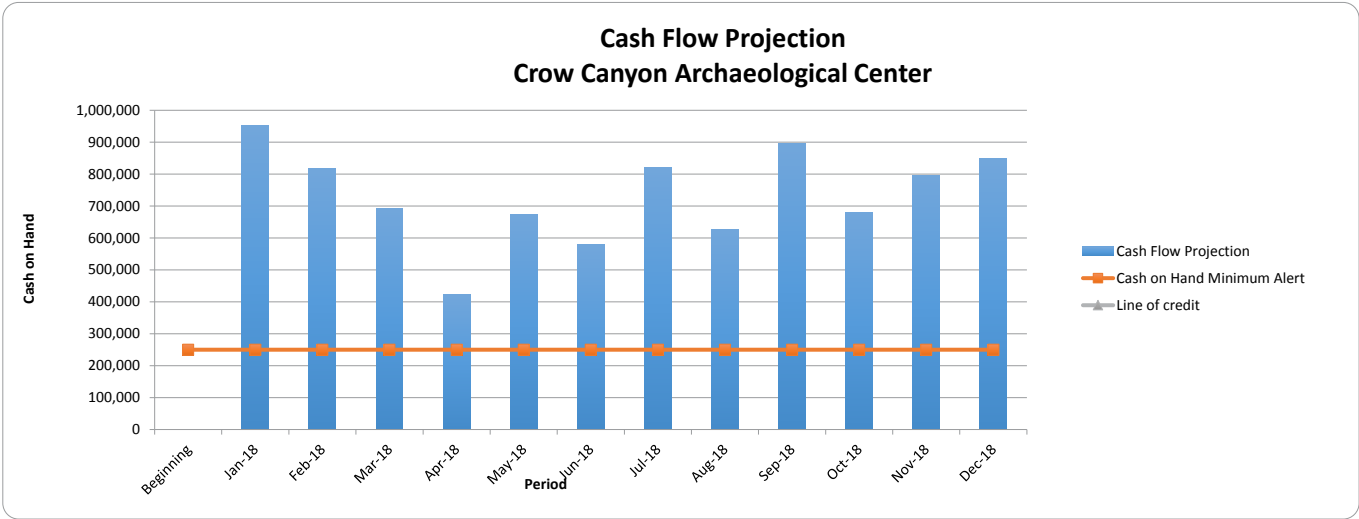
Finance Report continued



Program Revenue includes Cultural Explorations, Archaeological Programs, Schools, and Camps

Investment includes Interest net of fees (none of unrealized gains)

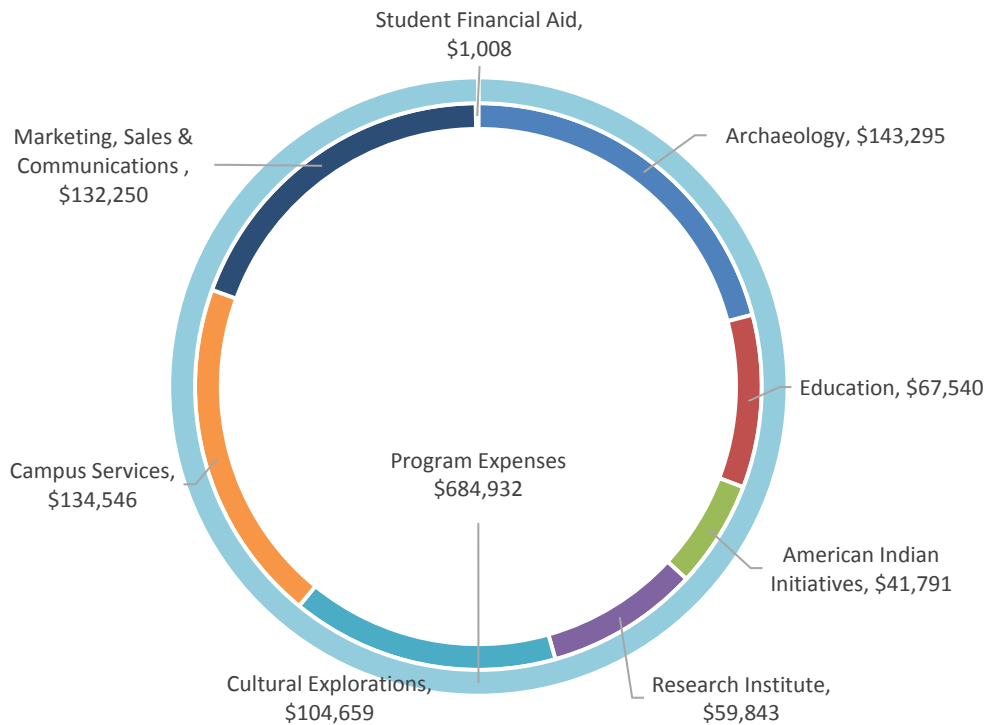
Other includes Store sales, Conference Fees, Miscellaneous Reimbursements, food, postage, etc.



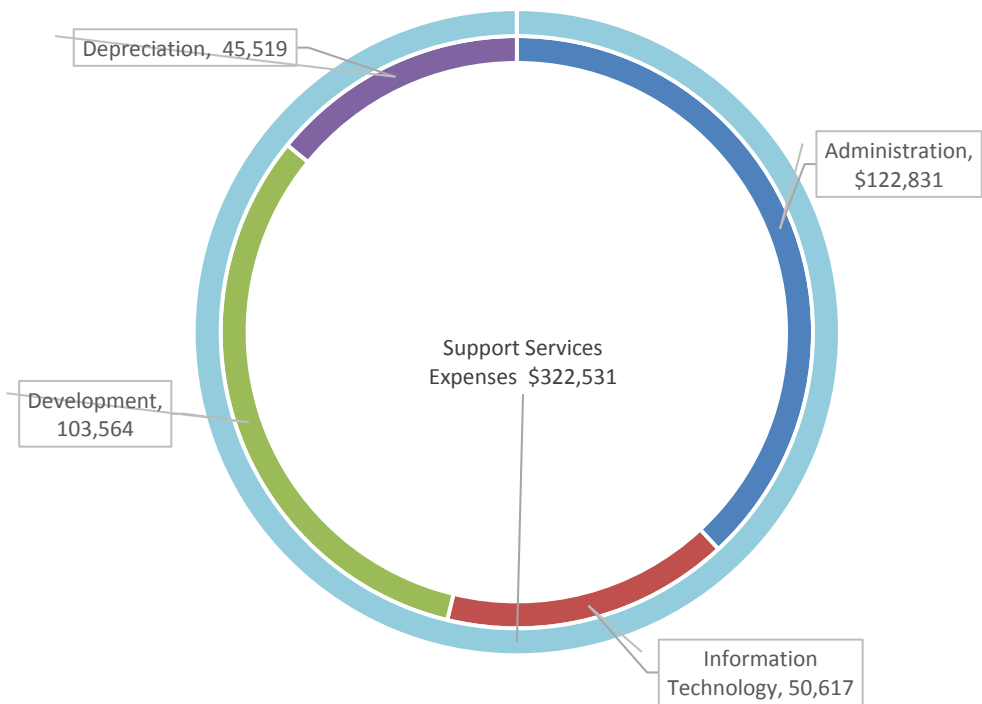
Cash balance alert minimum \$ 250,000

Finance Report continued

Program Expenses YTD as of March 31, 2018



Support Services Expenses YTD as of March 31, 2018



Quarterly Spotlight on Programs

The Pueblo Farming Project

It is hard to imagine the Pueblo Farming Project (PFP) having been conducted anywhere but Crow Canyon. Why? Because the PFP integrates all three Crow Canyon mission areas: working collaboratively with American Indians, creating new knowledge through research, and disseminating those understandings through public education programs. Unique to Crow Canyon, this three-part institutional vision allowed us to partner with the Hopi tribe to co-create the PFP. Further, the results of the PFP epitomize what we seek to accomplish through programs sponsored by the Research Institute.



In 2005, we asked the Hopi Cultural Preservation Office (HCPO) staff a simple question: what topic would you like to see us research? Their response was immediate: ancestral Pueblo agriculture and its link to farming practices at Hopi today. We convened a 2006 meeting and decided the best way to pursue this goal was to plant experimental gardens using Hopi seed and traditional Hopi farming techniques. Hopi farmers traveled to Crow Canyon in 2007 and used their traditional ecological knowledge to select garden locations, and from 2008–2017 we have planted and harvested gardens together.

Grant funding allowed us to initiate and then expand the PFP. We are grateful to The Christensen Fund, the Qwest Foundation, the National Geographic Genographic Legacy Fund, the National Science Foundation, and the History Colorado State Historic Fund for their support. Of course, Crow Canyon donors have further supported this project.



Research Highlights

We used yields from the PFP gardens to evaluate computer-model estimates of yields obtained through the Village Ecodynamics Project (VEP). We found that on average the VEP computer-generated estimates were similar to the actual yields obtained in our PFP gardens; however, we learned that the VEP predictions overestimate yields in dry years and underestimate yields in wet years. The PFP results help us refine the VEP model, and we published these results in a recent article in the journal *Ethnobiology*.

Education Highlights

We used PFP gardens to teach Crow Canyon students about Pueblo agriculture, and we developed new educational materials for students from around the world.

- An exhibit-quality display that tells the story corn and explains the PFP
- Five standards-aligned lesson plans; we piloted these in the Cortez middle school
- A documentary film: *More than Planting a Seed* https://www.youtube.com/watch?v=2x23FF_kUyo
- An Ebook that presents the results of the PFP: https://crowcanyon.github.io/pfp_ebook/



Corn DNA Analysis

Hopi decided it was in their interest to document DNA of modern Hopi corn. Kelly Swarts, a postdoctoral fellow at the Max Plank Institute of Developmental Biology (and former Crow Canyon intern) conducted the analysis 12 varieties and obtained the following results:

- Hopi corn displays more genetic diversity than other indigenous corn varieties and much more diversity when compared to modern hybrids
- Hopi corn is a genetically-distinct group

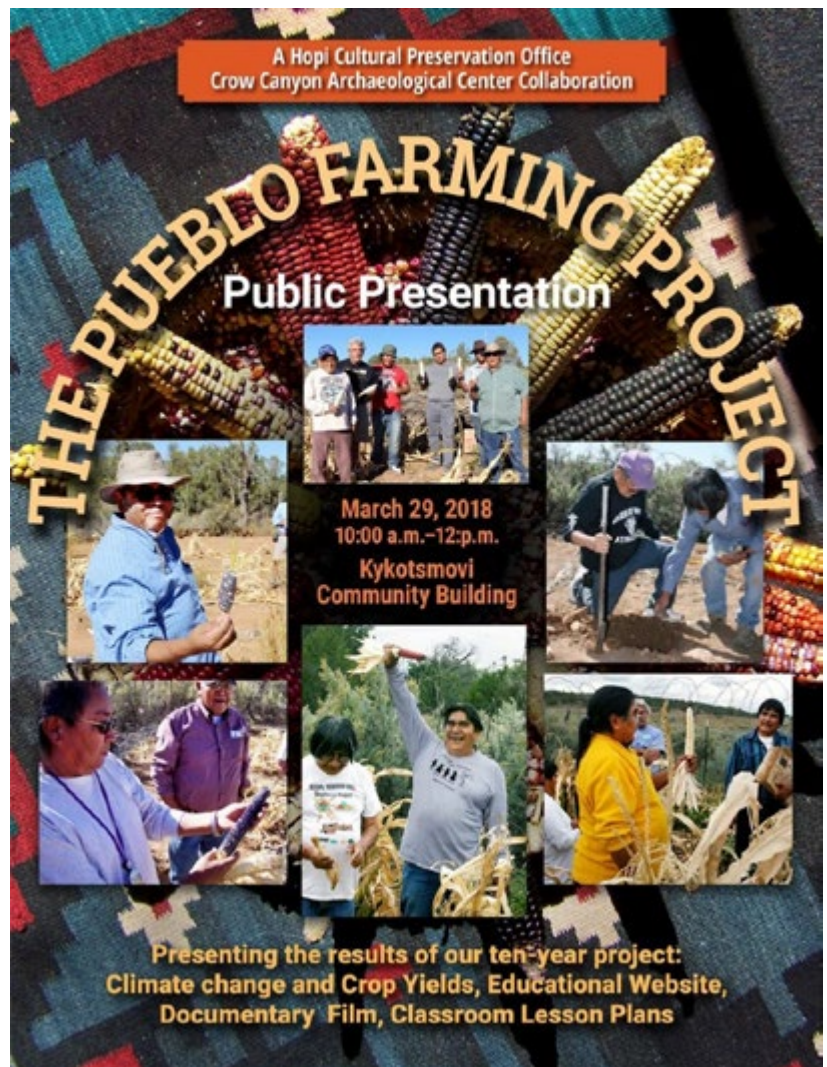


- Hopi people created these varieties by deliberately cross breeding landraces in the past; however, they maintain these varieties by segregating them in their fields today
- Hopi corn today is genetically distinct from USDA Hopi corn seed was collected the 1930s and maintained by regular USDA grow outs.



Reporting Back to Hopi

We traveled to Hopi in March and made a presentation on the PFP that was open to the entire community and attended by about 50 people. Then we met with the HPCO who want to continue the PFP and expand it with new initiatives. This includes collecting data on yields from Hopi fields, conducting DNA analysis on ancestral Pueblo corn from archaeological sites, and documenting women's roles in farming. We look forward to continued collaboration with Hopi and to all we will learn through our ongoing partnership.



Research Institute Report

Department: Research Institute at Crow Canyon

Board Committee: Executive Comm.

Name: Mark D. Varien

April, 2018

Quarter: 1st Q 2018

Key Accomplishments

- **SKOPE:** CCAC Research Associate Kyle Bocinsky is developing three new tools: a low-frequency temperature reconstruction using pollen data; a spatial reconstruction of the habitats of traditional-use plants; and a new model of maize productivity. He will demonstrate these tools at the Society for American Archaeology annual meetings in Washington, DC in mid-April.

- **Pueblo Farming Project (PFP):** Deliverables completed during this quarter include the final published draft of the Ebook that summarizes the 10-year project and the Native American Review. The Native American Review included a trip to Hopi to make a presentation open to the entire community and a private meeting with the Hopi Cultural Preservation Office.

- **Crow Canyon Digital Archaeology Tools and Access (CC-DATA):** Grant Coffey and Dylan Schwindt meet weekly to address the task of updating our existing research database to a new platform and to meet the needs of the research staff. In the first quarter, they accomplished the following: Dylan wrote Python code to make it easier to upload photos to the database and Grant used that code to update the photo database; they got the entire pollen dataset incorporated into the database; Dylan trained Grant on routine database maintenance and data incorporation; they identified ways to improve the functionality of the database; and they addressed the database needs of researchers as they came up.

Key Accomplishments (continued)

- **Modeling Crop Failure in Late Mesa Verde Villages:** Measured soil moisture in experimental gardens. Scheduled a visit by U of N. Texas researchers in May 2018.
- **Community Center Reassessment Project:** Conducted drone mapping at the Carvell Ruin. Updated and analyzed data for 31 Chaco outliers.
- **Advances in Research Program:** Endowed by Leslie and Colin Mason, we used this program to send researchers to the Southwest Symposium.

Staff and Administrative Changes

- No changes to report

Key Challenges

- March 28, 2018 notification: NEH grant to fund the CC-DATA project was not funded

Upcoming Plans for the Quarter

- Present at the 2018 Society for American Archaeology Meetings, Washington, D.C.
- Present at the Denver BOT meeting
- Develop protocols to implement the Advances in Research Program and William D. Lipe Chair for Research in 2018
- Begin developing 2018 Institute budget
- Write grant to expand the PFP
- Conduct fundraising via CE trips
- Conduct field work for two research publications

Marketing & Sales Report

Department: Marketing & Sales

Name: Paul Maddex

Board Committee: Program Revenue & Marketing

April, 2018

Quarter: 1st Q 2018

Key Accomplishments

- **Crow Canyon Connection:** Established retail space in the Colorado Welcome Center in Cortez. This location gives us the opportunity to speak directly with the nearly 90,000 tourists who go the Welcome Center each year for information about additional activities in the area.
- **School Enrollment:** Enrolled 11 new (or lapsed) schools into school programs
- **School Outreach:** Sales rep met with officials from Southern Ute Ed Department, Delta, Montrose, and Durango School Districts to establish relationships and new school program opportunities with Crow Canyon.
- **New Advertising:** Shifted advertising dollars to Colorado.com tourism website, resulting in 1,250 new, pre-qualified leads for CCAC programs in just three months.
- **Social Media:** Followers continue to increase, with 2% - 9% growth on Facebook, Twitter and Instagram
- **Expansion in Telluride Market:** Three Crow Canyon staff were invited to present at the Telluride Mountainfilm Symposium over Memorial Day weekend. This is a tremendous opportunity to increase awareness in a desirable market for both program sales and development relationship building.

Staff and Administrative Changes

- Joyce Alexander resigned her position as Assistant Director of Marketing and Sales. She and her husband moved to Grand Junction in order for him to pursue new professional opportunities.

Key Challenges

- Transportation costs still plague our school registration efforts. Our first reservation this year, March 13, cancelled after they learned it would cost \$10,000 to transport their students from Colorado Springs. We lost \$21,665. Total for 2018 cancellations to date is \$33,565.
- In 2017, eight schools cancelled due to transportation costs = \$61,790 lost revenue
- Recovering from the staff turnover in sales and enrollment that occurred in spring 2017, that impacted school enrollment numbers.
- We continue to seek workable solutions to database challenges presented by Altru

Upcoming Plans for the Quarter

- Refine our database protocols and procedures. Identify major issues & concerns and implement plans to begin cleanup of Altru database.
- Complete and distribute 2017 Annual Report.
- Participate at Telluride Mountainfilm Festival: Mark Varien, Dan Simplicio and Shanna Diederichs will represent Crow Canyon on two panel discussions. This gives Crow Canyon the rare opportunity to have a non-profit table at the Festival.
- Develop new off-campus and outreach programs to offer through the Colorado Welcome Center.
- Begin work of updating website language to better portray the experience and benefits of Crow Canyon programs.
- Begin to develop messaging and awareness of 2019 CE programs.

Cultural Explorations Report

Department: Cultural Explorations
Name: Sarah Payne

Board Committees: PR&M and Development
April, 2018
Quarter: 1st Q 2018

Key Accomplishments

- **Custom Tours:** Delivered two off-campus custom day tours in March (Sand Canyon & Bears Ears)
- **Academic Credit for CE Trips:** Adams State University accepted Wild Food Adventure and Navajo Weaving as continuing education courses (2 credit hours each)
- **Educational Travel Consortium (ETC)** conference led to qualified leads for booking day tours, establishing partnerships, and acquiring travel industry updates
- Submitted a day tour menu for Revealed America and Off the Beaten Path (ETC leads)
- Young Presidents' Organization (YPO) project confirmed
- Earthjustice three day-tours in the Bears Ears confirmed
- Developed September Invitational itinerary
- Added 5-day Segal Custom to the calendar
- 2019 program research and design
- 2019 10-day custom proposal for PilgrimQuests
- Updated risk management plans
- Attended BLM public forum on Bears Ears National Monument (Bluff, UT)

Staff and Administrative Changes

- Kate Thompson is at 65% (up from 50%)
- Department assessment for staff needs and resources

Key Challenges

- Report production using Altru database
- Standard operating procedures for program registration that are cross-functional with the Altru database
- Participant cancellations
- 3 programs with low enrollment (Kayenta-Hohokam, Baja Rock Art, and Guatemala)
- Permit maintenance
- 2019 program production schedule in the midst of an increase in custom program inquiries

Upcoming Plans for the Quarter

- 2018 program delivery
 - Stories on Stone, April 8 - 13
 - Bears Ears, May 7 - 13
 - Earthjustice Customs May 5, June 2 & 9
 - Thorne Custom, May 14 & 15
 - Country Walkers, May 14
 - Chaco to Mesa Verde, May 21 - 26
 - Southwest Indian Art, June 5 - 11
 - YPO Custom, June 21 - 24
- 2019 program itinerary development and budgeting
- Strategic planning contributions

Education Report

Department: Education

Name: Sean Gantt

Committee: Program Revenue & Marketing

April 2018

Quarter: 1stQ 2018

Key Accomplishments

- Ed staff delivered 1 off-season day tour (3/8/18) and 1 school program (3/20-22/18)
- Becky and Winona visited schools and school district offices in the Mancos, Durango, Ignacio, Montrose, and Delta areas, and piloted an outreach program at Lincoln Elementary in Delta, CO (2/16/18 and 3/16/18)
- Paul E. presented his kiva geometry lesson in seven classes at Cortez-Montezuma High School (1/30/18)
- Sean met with the Re-1 Montezuma-Cortez School District on potential partnerships (1/10/18 and 2/20/18)
- Sean and Cara met with Jill Blumenthal regarding the Mesa Verde curriculum teacher workshops (3/12/18)
- Sean and Becky met with representatives from the Southern Ute Education Department (3/13/18) and the Ute Mountain Ute Elder Committee (3/14/18)
- Cara, Tyson, and Winona taught a Teacher Workshop at AMS (3/22-26/18)
- Professional Development: Project Archaeology training (2/8/18), CCAC staff introduction to education program training (2/15/18), Food Allergies management training (2/20/18), Emergency Medical Responder refresher (3/2/18), Medicine Administration training (3/5/18), New educator training (3/5-9/18), Positive Youth Development training (3/7/18), CO State Standards alignment training (3/14/18).

Staff and Administrative Changes

- Sean Gantt promoted to Director of Education
- Paul Ermigiotti promoted to Educator/Researcher
- Peggy Yotti Lynch, Kelly Ritter, Shaine Gans, and Alex Prime hired/rehired as on-call educators for 2018
- Roy Palmer hired as 2018 Ed Intern

Key Challenges

- Receiving program arrangements and information on whether or not evening programs have been purchased, in enough time for program scheduling
- Having enough educators to fully cover education programs in April and May
- Having enough classroom spaces on campus to hold all education programs in April and May

Upcoming Plans for the next Quarter

- Deliver educational programs for school groups at Crow Canyon
- Develop outreach program on flintknapping at SWOS (5/18/18)
- Continue working with the Re-1 School District on integrated units, and potential Title IV Native American programs
- Continue working with the Southern Ute and Ute Mountain Ute Tribes on developing Ute specific programming
- Develop Mesa Verde Curriculum teacher workshops as per our contract with MVNP
- Develop a teacher guide for our programs with CO State Standard matrix
- Complete all replica windows kit

Archaeology Report

Department: Archaeology
Name: Susan Ryan

Committee: Program Revenue & Marketing
April 2018
Quarter: 1st Q 2018

Key Accomplishments

- Remote sensing survey at Haynie
- Architectural stabilization at Haynie
- Intern selection (lab and field)
- Attended SW Symposium and CCPA conferences
- 2018 work plans for lab and field
- Completed edits on 104 Dillard maps
- Completed photo data entry for BCP
- Completed two draft chapters of BCP interpretive report
- Edited GPCTP human remains chapter
- SHF-NCOP grant deliverables
- Reviewed & accepted CFS applicants
- Submitted SAT grant proposal
- Received state permits for excavation and survey
- Completed Ida Jean chipped stone and pottery analyses
- Completed cataloging BCP heavy fraction

Staff and Administrative Changes

- Maternity leave (x2)
- Leave of absence (x1)
- Educational leave (x1)
- On-call status (x1)
- Removal of VP of Program position
- Hired temporary lab archaeologist through March

Key Challenges

- Lack of enrollment for all programs
- Marketing of College Customs
- Staff leave and reduction of hours
- Inclement weather in field
- Lack of grant money to support BCP report
- Incomplete deliverables from contractors
- Lack of funding for professional development
- Decrepit field van
- Failure of computer hardware

Upcoming Plans for the Quarter

- Program delivery in lab and field
- Paleohydrology assessment NCOP
- Geomorphology assessment NCOP
- Intern training
- Architectural stabilization at Haynie
- SAA conference
- Arch. Society of NM Annual Meeting
- Edit GPCT faunal chapter
- BCP field form data entry
- Finalize BCP maps
- Draft chapters for BCP interpretive report
- NSF-ASOAR grant meeting in April
- Copyright and permissions for Ida Jean and Wallace materials
- Map Wallace Ruin with total station
- Native American Scholar in Residence selection
- Community Center Reassessment Project database management, data collection, and publications

Abbreviations: BCP = Basketmaker Communities Project; SHF = State Historical Fund; NCOP = Northern Chaco Outliers Project; CFS = College Field School; SAT = Save America's Treasures; SAA = Society for American Archaeology; ASOAR = Advancing Syntheses, Open Access, and Reproducibility; NSF = National Science Foundation; CCPA = Colorado Council of Professional Archaeologists; GPCT = Goodman Point communities Testing Project

Development Report

Department: Development
Name: Kimberly Karn

April 2018

Committee: Development
Quarter: 1stQ 2018

Key Accomplishments

- Successfully planned the Denver Board meeting events; response to the symposium has exceeded expectations
- Formed and participated in Altru Users Group, where staff continue to identify how to optimize use of our new database to achieve desired development and programming outcomes
- Assigned portfolios to our Gift Officers; each officer is personally connecting with their prospects and assessing each prospect's interest and capacity to support Crow Canyon
- Conducted a wealth screen on the entire database, the results of which help Officers to assess each of their prospects
- Scheduled lecturers for CultureFest; produced Save the Date card for distribution at Denver events and for general mailing the end of April
- Scheduled speakers for the Four Corners Lecture Series, which is sponsored by 13 organizations in the Four Corners area
- Planned an April reception for VIP guests at the Society for American Archaeology's annual convention in Washington, DC

Staff and Administrative Changes

- Assumed responsibility for producing the Board of Trustees Packet, in cooperation with Cliff in graphic design.
- Temporarily responsible for Board website management and onboarding of new trustees

Key Challenges

- High-level Altru reporting and business integration
- New staff learning the organization and their jobs
- Leadership transition

Upcoming Plans for 2nd Quarter

- Follow-up with attendees at Denver events
- Drop-In tours scheduled for June-October; expect increased participation due to marketing of the tours at the Colorado Welcome Center
- Program Integration—participant profile reports prepared for CE trip participants and Development staff embedded in trips, as needed: Stories on Stone April 7-12; Bears Ears May 7-13; Chaco to Mesa Verde May 21-26; SW Indian Art June 5-11; YPO June 21-24; ARP June 10-16
- Communications: 2017 Annual Report, Spring Appeal and Membership Renewals
- Thorne Custom April 14-15 and others as opportunities arise

	2017			2017 YTD			2018 YTD		
	Budget	Actual Gifts	% of Budget (Actual)	Budget	Actual Gifts	% of Budget (Actual)	Budget	Actual Gifts	% of Budget (Actual)
Annual Fund - Current Operations									
Board of Trustees Subtotal	885,000	738,233	83%	\$ 885,000	\$ 24,500	3%	\$ 725,000	77,331	11%
Non-Board Subtotal	602,000	518,497	86%	\$ 580,000	\$ 33,570	6%	\$ 825,000	17,256	2%
Fundraising-Other*					\$ 30		-	0	
Annual Fund Total	1,487,000	1,256,730	85%	\$ 1,465,000	\$ 58,100	4%	1,525,000	94,587	6%
Grants for Operations	532,300	435,058	82%	\$ 532,300	\$ 68,144	13%	522,286	0	0%
Bequests	-			\$ -	\$ -				
Corporate Partnerships	25,000	6,000	24%	\$ 25,000	\$ -	0%	15,000	2,000	13%
Strategic Initiatives - Operations									
American Indian Inspiring Students	250,000	250,000	-	\$ 250,000	\$ -	-	-	-	-
Initiatives Total	250,000	250,000	100%				-	-	-
Capital Projects									
Cabins and Facilities: Board	-	-	-	-	-	-	-	-	-
Cabins and Facilities: Non-Board	-	-	-	-	-	-	-	-	-
Cabins and Facilities: Foundations/Grants	-	-	-	-	-	-	-	-	-
Other: Non-Board	-	-	-	-	-	-	-	-	-
Capital Projects Total	-	-	-	-	-	-	-	-	-
Endowments (All): Board	-	4,025,000	-			9,842.00	-	93,189	
Endowments (All): Non-Board	-	15,000	-				-	150	
Endowment Totals	-	4,040,000	-				-	93,339	

* NAAG Silent Auction/Donation box in lobby/other small fundraisers & miscellaneous

DONOR COUNTS	2018 YTD
Board	9
Non-Board >\$1,000	5
Non-Board <\$1,000 *	72
Foundations/Grants	
Corporate Partnerships	2
Totals	

Crow Canyon Archaeological Center

Giving Report

April, 2018

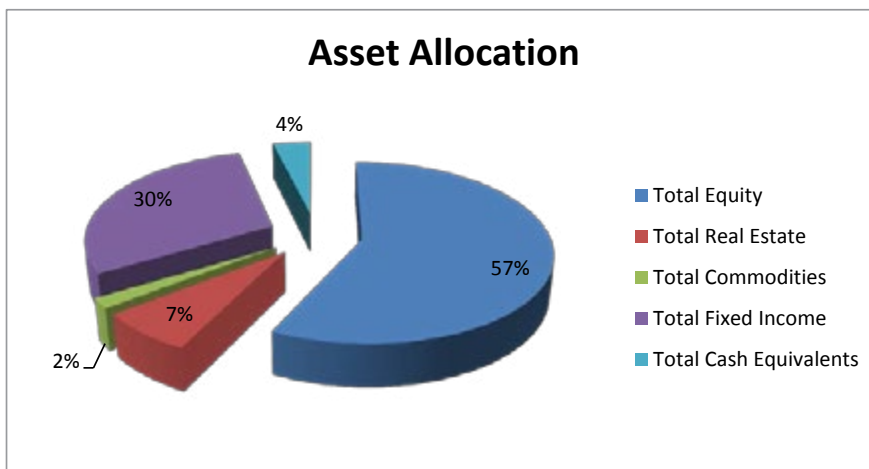
CCAC - CONSOLIDATED INVESTMENT ACCT

Account 000043975199

Period Ending: 3/31/18

Sector	% of Total	Market Value 3/31/18	Market Value 12/31/17	YTD Net Transactions	Dollar Return YTD	Year to Date Return (3 Months)
Total Portfolio Net of Fees		\$ 25,168,408	\$25,146,075	\$ 79,892 *	(57,559)	-0.22 %
Total Equity	57%	\$ 14,426,112	\$15,170,136	\$ (794,040)	50,017	0.17 %
Total Real Estate	7%	\$ 1,808,202	\$1,864,396	\$38,260	(94,454)	-5.07 %
Total Commodities	2%	\$ 464,032	\$440,129	\$27,500	(3,597)	-0.84 %
Total Fixed Income	30%	\$ 7,511,784	\$6,972,698	\$550,957	(11,871)	-0.18 %
Total Cash Equivalents	4%	\$ 956,355	\$657,700	\$296,308	2,346	0.31 %

Asset Allocation



CCAC Investment Policy Sector Range

Equities	45 - 75%
Fixed Income	25 - 40%
Real Estate	0 - 10%
Commodities	0 - 5%
Cash	0 - 5%

* Please refer to Endowment Review page for a breakdown of contributions and distributions by account. Number does NOT include pending cash

** The Coast Diversified Hedge Fund has been closed and funds are being distributed, approximately 0.1% remains, but is not shown above.

Past performance is no guarantee of future results. Information is based on data from sources deemed to be reliable; accuracy/completeness is not guaranteed.

CCAC - CONSOLIDATED INVESTMENT ACCT

Account 000043975199

Period Ending: 3/31/2018

Sector	% of Total	Market Value 3/31/18	Market Value 12/31/17	Dollar Return YTD **	Year to Date Return (3 Months)	3 years (Annualized)	5 years (Annualized)	Inception to Date Return (149 Months)
Total Portfolio Net of Fees		\$25,168,408	\$25,146,075	(\$57,559)	-0.22 %	5.67 %	5.81 %	5.65 %
CCAC Composite Index***					-0.33 %	5.22 %	5.54 %	5.71 %
CCAC Flexible Index ****					-0.66 %	5.72 %	6.00 %	
Total Equity	57%	\$14,426,112	\$15,170,136	\$50,017	0.17 %	7.73 %	8.56 %	5.82 %
Equity Large Cap	19%	\$4,882,340	\$5,364,666	\$6,249	-0.25 %	10.17 %	13.16 %	7.88 %
Hedged Equity	7%	\$1,754,383	\$1,727,469	(\$8,087)	-0.43 %	3.98	4.89 %	
S&P 500 Composite Index					-0.76 %	10.78 %	13.31 %	8.78 %
Mid Cap	6%	\$1,482,704	\$1,502,137	\$21,200	1.35 %	9.84 %	13.77 %	
Small Cap	3%	\$735,948	\$756,618	(\$7,330)	-1.03 %	6.72 %		
Russell 2500 Index					-0.24 %	8.15 %	11.55 %	9.20 %
Foreign Equity	22%	\$5,570,737	\$5,819,246	\$37,984	0.53 %	6.49 %	5.38 %	4.15 %
MSCI EAFE Index (Net)					-1.53 %	5.55 %	6.49 %	4.83 %
MSCI EM Free Index (USD)					1.42 %	8.81 %	4.99 %	7.77 %
Total Real Estate	7%	\$1,808,202	\$1,864,396	(\$94,454)	-5.07 %	2.32 %	4.75 %	
NAREIT Equity REITs					-6.66 %	2.90 %	6.66 %	7.07 %
Total Commodities	2%	\$464,032	\$440,129	(\$3,597)	-0.84 %	-2.84 %	-8.69 %	
Bloomberg Commodity Index					-0.40 %	-3.21 %	-8.32 %	-4.00 %
Total Fixed Income	30%	\$7,511,784	\$6,972,698	(\$11,871)	-0.18 %	2.78 %	2.02 %	5.32 %
Foreign Fixed Income	3%	\$762,533	\$759,861	(\$8,575)	-1.13 %	4.04 %	1.64 %	3.93 %
Hedged Fixed Income	6%	\$1,522,886	\$1,489,416	\$14,178	0.95 %	1.31 %	1.05 %	
High Yield	13%	\$3,336,346	\$3,008,196	(\$4,753)	-0.16 %	4.45 %	3.92 %	
Corporate Bonds	7%	\$1,690,312	\$1,715,225	(\$13,119)	-0.77 %	1.42 %	1.98 %	
Barclays Int Agg Index					-1.05 %	1.02 %	1.45 %	3.78 %
Total Cash Equivalents	4%	\$956,355	\$657,700	\$2,346	0.31 %	0.47 %	0.37 %	1.18 %
Citigroup 3 Mo T-Bill Index					0.35 %	0.50 %	0.31 %	1.11 %

Account Inception: 11/01/2005

* The Coast Diversified Hedge Fund has been closed and funds are being distributed, approximately 0.1% remains, but is not shown above.

** = Ending MV - Beg. MV - Contributions + Distributions + Interest and Dividends

*** CCAC Composite Index consists of: 15% Barclays Intermediate Govt/Credit Index, 6% Barclays Corporate High Yield Index, 8% Barclays Global Treasury Bond ex-US Index, 6% HFRX Relative Value Arbitrage Index, 16% S&P 500 Index, 8% Russell 2500 Index, 14% MSCI EAFE (Net) Index, 9% MSCI Emerging Mkts Free Index, 7% HFRX Equity Hedge Fund Index, 8% S&P Global REIT Index, and 3% Bloomberg Commodity Index

**** CCAC Flexible Index consists of: 3% Lipper Money Market Index, 12% Barclays Intermediate Gov/Credit Index, 8% Barclays Corporate High Yield Index, 2% Barclays Global Treasury Bond Ex-US Index, 21% S&P 500 Composite Index, 7% S&P Mid Cap 400 Index, 3% S&P Small Cap 600 Index, 14% MSCI EAFE Index (Net), 8% MSCI EM Free Index (USD), 2% Bloomberg Commodity Index, 7% HFRX Equity Hedge Fund Index, 6% HFRX Relative Value Arbitrage Index, 2% S&P Global REIT Index, and 5% Dow Jones US REIT Index.

Not FDIC Insured, No Bank Guarantee, May Lose Value

Past performance does not guarantee future results. Performance returns may not reflect the deduction of applicable fees, which would reduce returns. Indexes are not available for investment. Information is deemed reliable but may be subject to change.

Crow Canyon Archaeological Center Mutual Fund Returns

Period Ending: 3/31/18

	% of Total Cons. Acct.	YTD 2018 *	2017	2016 *	2015 *	2014 *	2013 *	2012 *	2011 *	2010 *	2009 *	2008 *	2007 *	2006 *
Equity														
Large-Capitalization														
Vanguard Equity Income Fund	2.9%	-2.55%	18.48%	14.82%										
Vanguard Growth Index Fund	3.0%	1.18%	27.80%	6.12%										
Vanguard Value Index Fund	2.4%	-2.30%	17.13%	16.86%										
SPDR S&P 500 ETF	7.8%	-0.97%	21.65%	12.00%	1.25%	13.46%	32.31%	15.99%	1.18%	14.89%	26.37%	-37.38%		
T. Rowe Price Growth Stock Fund	3.3%	3.83%	33.77%	1.41%	10.85%	8.83%	39.20%	18.92%						
S&P 500 Composite Index		-0.76%	21.83%	11.96%	1.38%	13.69%	32.41%	15.98%	2.12%	15.05%	26.45%	-36.99%	5.50%	15.81%
Mid-Capitalization														
T Rowe Price Mid Cap Growth Fund	3.0%	4.06%	25.03%	6.31%	6.56%	13.16%								
Vanguard Mid Cap Value Index Fund	2.9%	-1.35%	17.05%	15.27%	-1.80%	13.98%								
Small-Capitalization														
Glenmede Small Cap Equity Fund	2.9%	-1.03%	15.94%	18.12%	-2.93%									
Russell 2500 Index		-0.24%	16.81%	17.59%	-2.90%	7.07%	36.82%	17.87%	-2.51%	26.70%	34.39%	-36.78%	1.38%	16.16%
Hedged Equity														
AQR Long Short Equity Fund	2.5%	0.14%	15.72%	11.09%										
Robeco Boston Partners Long/Short Research Fund	4.4%	-0.76%	10.10%	3.62%	1.52%	7.36%	17.77%							
International														
Cambiar International Equity Fund	7.0%	-0.88%	21.38%	-0.80%										
Harding Loevner International Equity Fund	7.1%	0.92%	29.90%											
MSCI EAFE Index (Net)		-1.53%	25.03%	1.00%	-0.81%	-4.90%	22.79%	17.32%	-12.13%	7.74%	31.78%	-43.39%	11.19%	26.35%
Baron Emerging Markets Fund	4.0%	0.85%	40.64%	4.08%	-10.97%									
Causeway Emerging Markets Fund	4.0%	2.12%	39.78%	9.21%	-16.05%	2.07%	-2.57%							
MSCI EM Free Index (USD)		1.42%	37.28%	11.19%	-14.92%	-2.19%	-2.62%	18.21%	-18.42%	18.86%	78.48%			
Real Estate														
Nuveen Real Estate Securities Fund	4.6%	-6.97%	5.66%	6.91%	3.48%	31.28%	1.32%	18.34%	7.96%					
Principal Global Real Estate Securities Fund	2.6%	-1.31%	14.71%	0.43%	1.52%									
NAREIT Equity Index		-6.66%	8.67%	8.63%	2.83%	28.03%	2.86%	19.72%	8.27%					
Commodity														
Invesco Balanced Risk Commodity Strategy Fund	1.8%	-0.84%	4.88%	14.56%										
Bloomberg Commodity Index		-0.40%	1.70%	11.77%	-24.66%	-17.01%	-9.53%	-1.05%	-13.32%	16.86%	18.92%			
Fixed Income														
DoubleLine Total Return Bond Fund	3.1%	-0.51%	3.80%	2.17%										
Principal Preferred Securities	2.0%	-1.11%	10.50%											
Driehaus Active Income Fund	1.5%	0.81%	0.61%	5.64%	-1.07%	-0.87%	2.99%	9.34%	-5.61%					
Federated Inst. High Yield Bond Fund	3.1%	-1.20%	7.12%	15.19%	-2.29%									
Loomis Sayles Absolute Strategies Fund	4.6%	0.99%	3.37%	6.86%	-1.43%	2.52%	1.19%	12.57%	-3.78%					
Oppenheimer Senior Floating Rate Fund	5.1%	1.15%	4.20%	13.02%	-1.76%	0.86%	6.70%	8.75%						
TCW Emerging Markets Income Fund	2.0%	-1.30%	11.39%	14.65%	-2.47%	0.80%	-4.72%	22.54%						
Barclays Int Aggregate Index		-1.05%	2.27%	1.97%	1.21%	4.12%	-1.03%	3.54%	5.97%	6.14%	6.46%	4.86%	7.02%	4.57%
		90.8%	**											

* Returns shown are for entire period even though fund may not have been held in the account the entire time.

** This total is for funds only. Individual securities not shown would bring total to 100%.

Source for fund returns is Performance Station

Past performance does not guarantee future results. Performance returns may not reflect the deduction of applicable fees, which would reduce returns. Indexes are not available for investment. Information is deemed reliable but may be subject to change.



Crow Canyon Archaeological Center Endowment Review

	Portfolio Name	Contributed Value **	Market Value	% of Total Cons. Fund	Receipts 2018	Transfers 2018
	Archaeology					
000043975108	Stuart Struever Chair in Research	\$1,071,625	\$1,465,770	5.8%	\$0	\$0
000043975111	Alden C. Hayes Research Fund	\$272,248	\$308,407	1.2%	\$0	\$0
000043975121	Gomer W. Walters Research Fund	\$156,850	\$189,211	0.7%	\$0	\$0
000043975135	Robert & Doris Haugen Research Fund	\$115,238	\$144,233	0.6%	\$0	\$0
000043975102	Florence C. and Robert H. Lister Fellowship	\$108,610	\$172,791	0.7%	\$0	\$0
000043975113	Flora W. Minium Memorial Fund	\$50,000	\$58,147	0.2%	\$0	\$0
000043975103	Katherine Carhart Fellowship	\$39,268	\$53,409	0.2%	\$0	\$0
000043975106	Fred G. Myers Research Fellowship	\$10,000	\$17,360	0.1%	\$0	\$0
	Research Institute					
000043975133	Ricky R. Lightfoot Chair for Research	\$2,005,500	\$2,274,737	9.0%	\$0	\$0
000043975144	William Lipe Advances in Research	\$2,000,000	\$2,034,664	8.0%	\$0	\$0
000043975145	William Lipe Chair	\$2,000,000	\$2,034,664	8.0%	\$0	\$0
000043975138	Research Institute	\$1,079,091	\$1,238,475	4.9%	\$76,000	\$0
000043975139	Sue Anschutz-Rodgers Research Fund	\$1,000,000	\$1,132,477	4.5%	\$0	\$0
000043975137	Mark D Varen Research	\$419,027	\$485,340	1.9%	\$150	\$0
000043975123	Jan & Frank Cicero Research Fund	\$190,241	\$215,338	0.8%	\$0	\$0
000043975142	Segal Family Foundation	\$79,841	\$226,284	0.9%	\$0	\$0
	Education					
000043975134	Eleanor & Robert A. McClevey Jr., Chair in Education	\$742,866	\$823,120	3.2%	\$0	\$0
000043975124	Four Corners Children's Education Fund	\$558,656	\$815,218	3.2%	\$0	\$0
000043975115	National Youth Education Scholarship	\$434,291	\$652,953	2.6%	\$0	\$0
000043975104	General Education Fund	\$413,959	\$450,641	1.8%	\$0	\$0
000043975126	Shirley & Reinhardt Jahn Education Fund	\$250,000	\$286,563	1.1%	\$0	\$0
000043975132	Grace M. and Thor E. Larsen Education Fund	\$155,000	\$178,706	0.7%	\$0	\$0
000043975129	Lewis Matis Education Fund	\$129,723	\$154,773	0.6%	\$0	\$0
000043975122	Pamela & Michael Reese Education Fund	\$100,000	\$125,481	0.5%	\$0	\$0
000043975127	Sidney & Iris Taylor Education Fund	\$100,000	\$148,367	0.6%	\$0	\$0
	American Indian					
000043975128	Navajo Education Fund	\$194,469	\$299,378	1.2%	\$0	\$0
000043975119	American Indian Initiatives Fund	\$81,000	\$101,041	0.4%	\$0	\$0
	Archaeology, Education, & American Indian Initiatives					
000043975118	C. Paul Johnson Family Fund	\$3,009,816	\$3,308,400	13.1%	\$0	\$0
000043975117	Richard G. and Mary Lyn Ballantine Fund	\$326,032	\$356,987	1.4%	\$0	\$0
000043975125	Albert G. Boyce, Jr. Family Fund	\$310,250	\$349,805	1.4%	\$18,189	\$0
	General Operations					
000043975116	General Endowment	\$1,358,955	\$1,513,866	6.0%	\$0	\$0
000043975107	National Endowment for the Humanities I	\$1,140,040	\$1,248,326	4.9%	\$0	\$0
000043975120	National Endowment for the Humanities II	\$500,000	\$547,574	2.2%	\$0	\$0
000043975131	Dorothy Warner McEachren Memorial Trust	\$366,400	\$393,407	1.6%	\$0	\$0
000043975136	Board Designated Fund	\$1,371,168 ***	\$1,535,536	6.1%	\$0	\$0
	TOTAL	\$22,140,164	\$25,341,451 *	100%	\$94,339	\$0

* Equal to the sum of Consolidated Account, accrued income and cash in individual accounts.

** Aggregate amount contributed per "Portfolio Name". Values provided by Crow Canyon.

*** The Board Designated Fund consists of unrestricted assets that are invested at the discretion of the Board.

Campus Services Report

Department: Campus Services

Name: Debra Miller

April 2018

Committee: Facilities

Quarter: 1stQ 2018

Key Accomplishments

- Replaced septic system at Research Institute house
- Made repairs to roof of the Pueblo Learning Center
- Took receipt of donated 1997 Range Rover
- Received approval for retail space in the local Colorado Welcome Center. The *Crow Canyon Connection* opened on April 2.
- Set up "Pro" account at Auto Zone for discounts on vehicle repair items
- Replaced all Hogan lighting with matching fixtures
- Groomed and improved appearance of the grounds throughout the campus
- Sowed buffalo grass & rice grass seed around student cabins for erosion control and aesthetics
- Obtained fee waiver to Mesa Verde for all education programs
- Signed on Dr. Whitney Pack as "Physician of Record" for our campus Emergency First Responders
- Obtained 2018 camp & retail licenses

Staff and Administrative Changes

- Chris Brackett has transitioned from Grounds & Vehicles to splitting his time between Custodial & Vehicles
- Lisa Wornick was hired as the new Courtesy Staff for the evening shift at the front desk, a full-time seasonal position
- John Dukeminier was hired as the full-time seasonal Sous Chef
- Matt Daniel was hired as the full-time seasonal Kitchen Assistant

Staff and Administrative Changes (continued)

- Jerry Wornick was hired as the new Groundskeeper, a full-time seasonal position
- Cyle Williams was hired as full-time seasonal Custodian
- I am presently interviewing for part-time staff at the Welcome Center store

Key Challenges

- The opportunity for the Welcome Center store occurred after the 2018 budget was approved, but a start-up budget has been approved for purchasing display units, required technology, merchandise and staff
- Purchase of 3 new vans, previously approved by the Board, has not happened as funds were not allocated in the budget for monthly loan payments
- Deferred maintenance

Upcoming Plans for the Quarter

- Continue upgrading florescent lighting to LED; three additional phases planned this year for reduction of energy costs as well as a rebate
- Restore the patio decking and pathway at the Research Institute now that septic repair has been done
- Seal wood on all the hogans and on the storage sheds at the CE Barn at the Research Institute
- As the season hits full stride, we switch from being project-based to conducting routine maintenance, in part to minimize disruption to guests. At the end of season until the end of the year we again focus on projects

Information Technology Report

Department: Information Technology

Name: Dylan Schwindt

April 2018

Committee: Facilities

Quarter: 1stQ 2018

Key Accomplishments

- Conducted annual trainings for staff on new and proprietary software associated with our vehicles, phone system, projector/ lap top computers, etc.
- Obtained audio tour equipment for CE.
- Provisioned a new server for backups and virtual machines.
- Continued research database training for Grant Coffey.
- Provisioned network and retail technology for *Crow Canyon Connection*, our new retail store at the Colorado Welcome Center.
- Began replacing some of our older desktop systems.

Key Challenges

- Implementing a new billing system for final payments utilizing Shopify payments required excessive contact with the company.
- Worked to catch up on support ticket backlog.
- Identifying proper mix of staff vs contractor labor in order to achieve desired IT outcomes.
- Lack of time to apply for surplus government equipment through GSAXess. This system provides federal agencies with a means of electronically reporting excess personal property to GSA. Customers (like Crow Canyon) seeking property can avoid the cost of new procurements by acquiring the same or like items that have been reported as excess by another federal activity.
- Getting back on track with an adequate (best practices) equipment replacement schedule.

Staff and Administrative Changes

- We hired Jerry Joplin as our Technology Support Technician. Jerry bring extensive experience in technology to Crow Canyon including database, big data, and web programming skills.
- Supported technology onboarding for new and seasonal employees.

Upcoming Plans for the Quarter

- Lodge wiring project.
- Improve backup capacity.
- Improve Altru reports for Development.
- Continue training Jerry on our systems.
- GSAXess account setup for acquisition of surplus government equipment.
- Examine cloud services for high performance computing needs.

American Indian Initiatives Report

Department: American Indian Initiatives

Committee: Native American Initiatives

Name: Sharon Milholland

April 2018

Quarter: 1stQ 2018

Key Accomplishments

- Continued directing Corn Kiva renovation project.
- Awarded a \$10,000 grant from the National Trust for Historic Preservation. The grant requires a \$10,000 cash match which will be provided by the Zuni Tribe. Funds will be applied to cover costs of a professional Albuquerque-based architect to provide architectural condition assessments and treatment plans for five of six Zuni kivas.
- Created a heritage resources management capacity needs-assessment survey to be completed by Pueblo leadership and heritage specialists to facilitate curriculum development for 2019 education program.
- Prepared final draft of the NAAG charter for discussion among its membership at March NAAG meeting.
- Continued to assist the Oo-Oo-Nah Art and Culture Center, Inc. in planning the Taos Pueblo plaza horno renovation and youth education project.
- Drafted letter to the BLM regarding the preservation of heritage resources in the Bears Ears National Monument and surrounding public lands.
- Began planning content for a staff presentation about a vision for American Indian Initiatives as well as for a large funding proposal for general operations in that mission area.

Staff and Administrative Changes

- Dan Simplicio will work .25 for education
- No intern was hired due to unanticipated changes to annual work plan and project funding.

Key Challenges

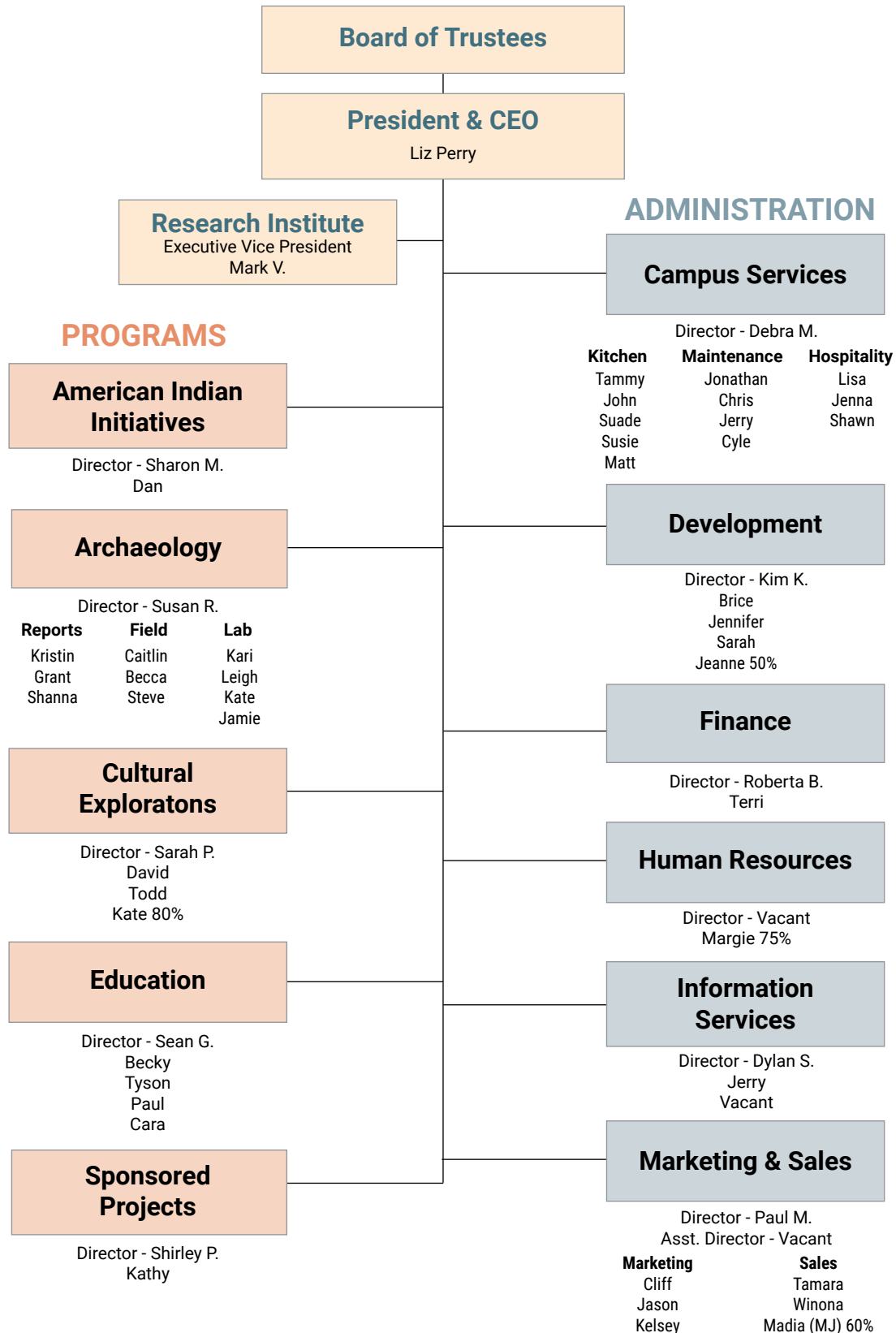
- Building an environment at Crow Canyon that is relevant and exciting to American Indians – and having this environment be reflected in the strategic plan, mission statement, and vision statement
- Raising visibility of this new vision for American Indian initiatives through social media and professional networks or associations to attract American Indian participants, partners and funding
- Identifying and sustaining reliable sources of funding
- Creating an impartial space for the Hopi, Zuni, Ute and Navajo Tribes to work together

Upcoming Plans for the Quarter

- Finish Corn Kiva renovation; plan and host an event in June to celebrate the first completely restored kiva at Zuni in 40 years
- Prepare and administer contract with architect from Huitt-Zollars, Inc. to prepare the condition assessments and treatment plan for the remaining five Zuni kivas
- Research and prepare grant proposals to fund a Crow Canyon Native Scholars-in-Residence program, operations for American Indian Initiatives, and the renovation of the next highest priority kiva, the Wall Kiva
- Continue work with the Native Nations Institute (NNI) to plan the capacity-building education program for the management of heritage resources
- Conduct a two-day meeting with NAAG to gather input into the strategic plan and finalize the NAAG charter

Crow Canyon Archaeological Center Organizational Structure

APRIL 2018





Board of Trustees Committees — 2018

April, 2018

Board of Trustees

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Barbara Schwieter, Secretary
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Joan Goldstein
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William D. (Bill) Lipe
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Connie Moramarco, Regional Representative
Pam Powell, Annual Fund Chair and Regional Representatives Chair
Roberta Rubin, Regional Representative
Barbara Schwieter, Regional Representative
Carole Segal
Peggy Zemach, Regional Representative
Staff
Kim Karn, Liaison
Jeanne Becker
Roberta Begay
Brice Jones
Sarah Payne
Liz Perry, President and CEO
Sarah Pretzer

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David Fraley
Emmy King
Ricky Lightfoot
Bill Lipe
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Barbara Schwietert
Joseph Suina

Staff

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Debbie Fish
Shirley Powell
Mark Varien

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Quincalee Brown
David Fraley
Karl Kumli
Leslie Masson
Dave Melanson
Barbara Schwietert
Joseph Suina
Paul Torres

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Frank Cicero
Joan Goldstein
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Ricky Lightfoot
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Roberta Rubin
Nancy Stevens

Staff

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Chair
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Quincalee Brown, Media &
Communications
Frank Cicero
Deedee Decker, School & Teens
Group
Joan Goldstein
Dave Melanson
Connie Moramarco, CE & ARP
Group
Pam Powell
Roberta Rubin, Marketing Group
Carole Segal
Nancy Stevens
Joseph Suina
Peggy Zemach

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Paul Maddex
Susan Ryan
Kathy Stemmler
Shirley Powell

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David Fraley
Emmy King
Ron Larimore
Ricky Lightfoot
Bill Lipe
Bruce Milne
Liz Perry, President and CEO
Barbara Schwietert

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Mark Varien

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Emmy King
Karl Kumli
Ron Larimore
Ricky Lightfoot
Bill Lipe
Dave Melanson
Bruce Milne
Liz Perry
Paul Torres
Peggy Zemach

Staff

Sharon Milholland, Liaison
Shirley Powell
Dan Simplicio



Crow Canyon Archaeological Center Board of Trustees

(With date first elected to Board)

Term expires at end of Annual Meeting 2018

Sue Anschutz-Rodgers (1993)

Frank Cicero (2002)

Deedee Decker (2006)

Emmy King (2001)

Bill Lipe (1995)

Bruce Milne (2000)

Nancy Stevens (2010)

Term expires at end of Annual Meeting 2019

Pete Boyce (1992)

David Fraley (2011)

Joan Goldstein (2015)

Leslie Masson (2015)

Roberta Rubin (2002)

Barbara Schwietert (2003)

Peggy Zemach (2015)

Term expires at end of Annual Meeting 2020

Betsy Alexander (1996)

Richard Ballantine (1988)

Quincalee Brown (2013)



Ron Larimore (2001)

Carole Segal (2005)

Karl Kumli (2018)

Term expires at the end of Annual Meeting 2021

Bruce Allbright (2017)

Ricky Lightfoot (1998)

Dave Melanson (2017)

Connie Moramarco (2009)

Pam Powell (2013)

Joseph Suina (2009)

Paul Torres (2017)

Raymond Duncan* - Trustee Emeritus

C. Paul Johnson* - Trustee Emeritus

Stuart Struever – Trustee Emeritus

Gene Bradley – Honorary Trustee

Leslie Cohen– Honorary Trustee

Peggy Fossett– Honorary Trustee

Robert Greenlee– Honorary Trustee

Joan Montezemolo– Honorary Trustee

Peter Pino– Honorary Trustee

Nancy Clark Reynolds– Honorary Trustee

Gordon Wilson– Honorary Trustee

*Deceased