

Annual Report

2014

Buffalo Bill Center of the West

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**BUFFALO BILL
CENTER
OF THE WEST**

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The Mission of the Buffalo Bill Center of the West is to inspire, educate and engage global audiences through an authentic experience with the American West

TO ALL FRIENDS AND ASSOCIATES OF THE CENTER:

As you review the pages that follow, we're sure you'll agree that 2014 was long on extraordinary activities, short on budget crunches, filled with generosity, and moving full steam ahead toward more of the same in 2015.

We are indeed most happy to report that the Buffalo Bill Center of the West's income and expenditures for 2014 were exactly on target with the financial goals we set for the year. While difficult and certainly painful at times, our desire to increase revenue and decrease spending—and our diligence to that end since 2008—has now begun to gather momentum. During the last quarter of the year, the Development Department not only achieved, but surpassed, their goal of raising \$1,074,000 for general operations through the annual unrestricted giving campaign.

We are pleased to report that in 2014, two more curatorial positions now are funded through endowments: the Scarlett Curator of Western American Art for the Whitney Western Art Museum, and the Willis McDonald IV Senior Curator of Natural Science for the Draper Natural History Museum. Altogether, the investment revenue from endowment gifts provide almost a third of the Center's operational costs. In particular, the income from curatorial endowments goes toward salaries and benefits.

Through long hours and plenty of the back-and-forth that goes along with planning, the Buffalo Bill Center of the West has completed its Strategic Plan through 2020. The Plan has five goals, and as you read the various reports here, you'll see that each museum, department, and division has made a point to connect their efforts specifically with that plan. Those goals are:

- Expand the Center's reputation through original scholarship, initiatives, and partnerships enhancing knowledge of the American West.
- Compellingly tell the story of the American West to attract, engage, inform, and inspire diverse audiences.
- Leverage emerging technologies to reach and engage 21st-century audiences.
- Energize the extraordinary range of staff, volunteer, advisor, and trustee talents to advance the Center's mission.
- Create a financially-sustainable, growth-oriented institution.

You can read our Strategic Plan in its entirety at centerofthewest.org/wp-content/uploads/2015/03/Strategic-Plan-2014-2020-web.pdf.

In tandem with the Strategic Plan is the Center's Interpretive Plan, now fully-operational. Its purpose is to integrate education and entertainment in all that we do—whether a lecture, children's activity, school program, or new exhibition. Tasked with the Plan's implementation, the Interpretive Education Department increased participative exhibits and programs, audio-visual media, and use of the Internet and social media. New programs are now available for all kids on the Center's website. Of particular note is the success of Skype in the classroom, a Web-based platform to share the Center with students around the world—7,600 in all during 2014. The total in 2013, its first year, was only 700.

The Center is also studying the potential of launching an extended comprehensive funding campaign in the future to provide monies for additional endowments, capital improvements, and other operating expenses. We want to be sure we have the staff, the donor base, and other resources to make such a campaign successful. We'll send out more information about the feasibility in the coming year.

Finally, we're gearing up for 2017: the 100th Anniversary of the Buffalo Bill Memorial Association! We're researching all kinds of activities to celebrate the milestone and looking at plans to raise more endowment monies as well as a possible reinstallation of the Cody Firearms Museum.

We accomplished much in 2014, and are anxious for all the great things underway for 2015. We've covered the basics here, but encourage you to read the detail in the pages that follow. Check out what we've been doing; feel free to ask questions; and, most of all, join us as we find even more ways to express, "Long live the Wild West."



Barron Collier II
Chairman of the Board of Trustees



Bruce B. Eldredge
Executive Director and CEO

ANNUAL REPORT FOR 2014 | BUFFALO BILL MUSEUM & THE PAPERS OF WILLIAM F. CODY

Jeremy M. Johnston, **Managing Editor**, the *Papers of William F. Cody* | **Curator of Western American History** | **Buffalo Bill Museum Curator**

Linda Clark, **Assistant Managing Editor**, the *Papers of William F. Cody*

Deb Adams, **Researcher**, the *Papers of William F. Cody*

Sam Hanna, **Transcriber**, the *Papers of William F. Cody*

2014 Highlight

Western History Association 54th Annual Conference, October 17, 2014, Newport Beach, California

Jeremy Johnston chaired a roundtable discussion, “The Enduring Global Legacy of Buffalo Bill’s Wild West,” and with representatives of the *Papers of William F. Cody*, discussed various topics related to Buffalo Bill’s global legacy. Participants included Dr. Douglas Seefeldt, History Department, Ball State University; Dr. Frank Christianson, English Department, Brigham Young University; Michelle Delaney, Director of the Consortium for Understanding the American Experience, Smithsonian Institution; and Riva Freifeld, an independent documentary filmmaker. Conference participants found the roundtable very engaging. Additionally, C-SPAN recorded and broadcast the program on December 7, 2014. The broadcast is currently available at c-span.org/video/?321788-2/discussion-legacy-buffalo-bills-wild-west.

2014’s Top 3 Significant Achievements

■ **Dellenback Foundation grant:** The *Papers of William F. Cody* secured a generous, five-year pledge totaling \$1 million from the Geraldine W. and Robert J. Dellenback Foundation. This major contribution will allow funding current staff of the *Papers* as well as a number of internships, fellowships, and travel requests to advance the study of William F. Cody and his legacy.

■ **Scots in the American West travels:** The *Scots in the American West* panel exhibition appeared in Jamestown, New York; at Ellis Island, New York, for Tartan Week; and at the Rockpile Museum, Gillette, Wyoming. A number of other venues have also expressed interest in hosting this exhibition, including our new partner institution Montana State University.

■ **Wahb: The Biography of a Grizzly:** Jeremy Johnston and Charles Preston of the Draper Natural History Museum completed editing and annotating the manuscript of *Wahb: The Biography of a Grizzly*. The University of Oklahoma Press plans a publishing date of summer 2015.

The Buffalo Bill Museum, the *Papers of William F. Cody*, and the Center’s Strategic Plan

■ **Outreach:** Jeremy Johnston presented eleven lectures in various communities across Wyoming and Montana, as well as two lectures at Chautauqua Institution, Chautauqua, New York. Additionally, he attended and chaired two panels at the Western History Association Conference in Newport Beach, California; chaired a panel session at the Smithsonian Institution’s National Museum of American History’s Scotland/Smithsonian Symposium, *Enlightenment & Education: 300 Years of Innovation in Scotland and America*; and attended the Theodore Roosevelt Association Annual Meeting in New York City.

THE PAPERS OF WILLIAM F. CODY

For 2014, the *Papers of William F. Cody* staff and editors transcribed and edited 348 pages of Buffalo Bill's Wild West programs from various years; uploaded and provided metadata for 250 posters and 25 cartoons; transcribed and annotated 144 newspaper articles detailing Buffalo Bill's British and German tours; and transcribed and translated 51 pages of archival material written in German. The Center for Digital Humanities at University of Nebraska – Lincoln has been gradually uploading these resources to <http://CodyArchive.org> for public viewing.

■ **Scholarship:** In addition to editing *Wahb: The Biography of a Grizzly*, Johnston finalized an essay examining Custer's Last Stand reenactments for *A Companion to Custer and the Little Big Horn Campaign*, edited by Brad Lookingbill, to be published by Wiley-Blackwell in 2016. Johnston also reviewed a handful of published books and unpublished manuscripts for various journals and publishers.

■ **Collaborations:** The *Papers* is currently collaborating with Ball State University (IDIA Labs, History Department, and Middletown Studies) to develop "Buffalo Bill's Virtual Wild West," an online interactive experience. This module allows users to "visit" Buffalo Bill's Wild West, interact with virtual performers, tour the showground, and investigate archival material and objects in a digital format.

The *Papers* continues to collaborate with University of Nebraska-Lincoln, Brigham Young University, Ball State University, University of Wyoming and its American Heritage Center, University of Oklahoma, Montana State University, and others through various grants and donations, including the National Endowment for the Humanities and the Dellenback Foundation.

2014's Most Important Acquisition for the Buffalo Bill Museum

Rare Doc Carver/William F. Cody Wild West poster

Through acquisition funds, the Buffalo Bill Museum purchased a Dr. William F. Carver poster, which complements a Buffalo Bill poster currently in our collections. These posters were produced in 1883 to promote Cody's first Wild West venture, *The Wild West: Cody and Carver's Rocky Mountain Prairie Exhibition!* Similar to the Buffalo Bill poster, this poster depicts a reclining Carver surrounded by various vignettes depicting his exploits. Cody and Carver's collaboration ended after only one year of touring, making both posters extremely rare.

Buffalo Bill Museum's and the *Papers of William F. Cody's* Top Three Goals for 2015:

■ **NEH Grant:** The *Papers* will submit a new grant proposal to the National Endowment for the Humanities soliciting further funding to process additional archival material that documents the European tours of Buffalo Bill's Wild West. The *Papers* intends to expand its focus from the tours through Germany and Great Britain to include France, Italy, and Belgium.

■ **George Beck memoir:** Jeremy Johnston and Lynn Houze will finish editing and annotating George W.T. Beck's memoir. The University of Nebraska Press is on tap to publish the material as part of the *Papers of William F. Cody* Series.

■ **Enhanced interpretation:** Staff will work to enrich the interpretive elements in the Buffalo Bill Museum and the Buffalo Bill Boyhood home using data collected and interpreted by the *Papers of William F. Cody*.

ANNUAL REPORT FOR 2014 | CODY FIREARMS MUSEUM

Warren Newman, **Curator**

Ashley Lynn Hlebinsky, **Associate Curator**

Daniel Brumley, **Curatorial Assistant for Firearms Identification & Information**

2014 Highlight

The 2014 highlight of the Buffalo Bill Center of the West's Cody Firearms Museum was the installation of a second set of stabaArte cases designed for visible storage. Identifying means to display an evolving encyclopedic collection is imperative at the Cody Firearms Museum. The second series of the stabaArte firearms display and expansion project has proven increasingly popular with visitors. They are not only able to view more firearms in fewer linear feet, but are also able to see both sides of each artifact. The stabaArte displays are a stepping-stone for the Cody Firearms Museum to develop a full-scale firearms research center that will cultivate an atmosphere of academic scholarship.

2014's Top Three Significant Achievements

- **stabaArte Display:** Exhibit installed in late January 2014, comprising 299 firearms. The vertical racks consist predominantly of foreign firearms, including European firearms from military conflicts through the World Wars. The horizontal shelves encompass the history of the handgun from early matchlocks through contemporary products.
- **Audie Murphy Display:** The Cody Firearms Museum received a loan in summer 2014 of a Bisley revolver that belonged to Audie Murphy, World War II hero and movie star. The museum developed interactives that supplement the visitor's experience with the artifact.
- **Expanded Presence in the Firearms Industry/Collector's Market:** In 2013, many collectors' organizations, contemporary firearms manufacturers, and gun owners asked the question, "What is the Cody Firearms Museum?" Through a strategic plan of hosting collectors' groups, publishing in gun magazines, and hosting several TV and radio shows, the Cody Firearms Museum has expanded its presence as an educational outlet for many audiences.

Cody Firearms Museum and the Center's Strategic Plan

- **Scholarship:** In 2014, the Cody Firearms Museum has advanced the strategic plan by creating new scholarship through publications online and in firearms magazines.
- **Partnerships:** The museum has explored the potential for partnership with organizations around the world.
- **Audiences:** The museum has engaged diverse audiences through display, interpretation, and televised promotion of the collection and the American West.
- **Revenue:** By hosting several collectors' organizations, the Cody Firearms Museum has also created a source of revenue that can benefit the Center as a whole.
- **New Interpretation:** In line with the strategic plan, the museum's reinstallation planning continued in 2014. A reinstallation of the Cody Firearms Museum would mean a complete reevaluation of interpretation and scholarship behind firearms history, all of which will extend to the twenty-first-century visitor, thereby increasing admissions and generating revenue for the Center.

CODY FIREARMS MUSEUM



.45 caliber Colt single-action army revolver belonging to Becky Munden. The Munden Collection, on loan from Becky Munden. L.423.2014.11



Bob Munden Fast Draw Timer.



Smith & Wesson Model 1911 semi-automatic revolver. Inscribed with: Bob Munden The Fastest Gun Who Ever Lived. L.423.2014.5

2014's Most Important Acquisition for the Cody Firearms Museum

The Becky and Bob Munden Collection, November 2014

In November 2014, the Cody Firearms Museum received a ten-year loan from Becky Munden. She and her late husband, Bob, were popular western exhibition shooters who wowed audiences for more than thirty years through live and televised performances. Bob was also skilled in fast draw, and the Guinness Book of World Records has recorded him as the "Fastest Gun Who Ever Lived." The collection consists of seventeen artifacts, including firearms and accoutrements. The Mundens still have a large following in today's firearms industry.

Cody Firearms Museum Top Three Goals for 2015

- **Cost Effective Exhibit Upgrades:** Alter the Cody Firearms Museum Entrance to become a "Western Firearms Experience," displaying more firearms in context with exciting interactives.
- **Renew/Expand the Smithsonian Loan Exhibition:** Renew the term of the Smithsonian firearms loan, expand the number of loaned items, and relocate the display to the Main Gallery for better exposure as a means to strengthen our ties to the Smithsonian Institution.
- **Begin Master Planning for a Cody Firearms Museum Reinstallation:** Select an exhibition designer and begin the early planning stages of the museum's reinstallation in order to advance the reinvigoration of the Cody Firearms Museum.

ANNUAL REPORT FOR 2014 | DRAPER NATURAL HISTORY MUSEUM

Dr. Charles R. Preston, **Senior and Founding Curator**

Melissa Hill, **Assistant Curator**, Draper Museum Raptor Experience

Bonnie Smith, **Curatorial Assistant**

Brandon Lewis, **Raptor Experience Program Assistant**

Nate Horton, **Research Assistant**

2014 Highlight

Pronghorn Passage



Wyoming's pronghorn. Photo by Joe Riis.

One of the many highlights of the year was the wonderful public response to our development and presentation of Joe Riis's *Pronghorn Passage* photography exhibition. Joe and award-winning environmental journalist Emilene Ostlind, Joe's collaborator on the project, were on hand for our opening reception and presented an excellent program for more than 150 people in the Coe Auditorium. In association with the exhibition, we also hosted John Byers—world-renowned pronghorn researcher and author—for one of our Lunchtime Expedition programs.

2014's Top Three Significant Achievements

■ **Research Reports:** Presentation of golden eagle/sagebrush-steppe research results at North American Congress of Conservation Biology, International Raptor Research Foundation, Biennial Conference on Science in the Greater Yellowstone Ecosystem, and U.S. Fish and Wildlife Service Golden Eagle Task Force international workshops.

■ **Successful Programming:** Reached more than 30,000 program participants with various lecture series, field trips, Galapagos/Ecuador Natural History tour, and Draper Museum Raptor Experience presentations.

■ **Funding Increase:** The Draper receives significant support from grants and restricted gifts which it uses to carry out an exciting and diverse suite of scientific and popular activities. In 2014, we attracted more than \$500,000 in funding through competitive grants, as well as a commitment for a curatorial endowment from Willis McDonald IV, the Founding Chairman of the Draper Museum Advisory Board (and now Chairman Emeritus). This generous gift helps name and endow the Draper Curator position in perpetuity.

Indeed, the philosophy of some institutions is to ask for funding to do great things; the Draper's successful philosophy since 1998 has been to do great things so we can attract more funding.

Draper Natural History Museum and the Center's Strategic Plan

■ **Enhance Reputation:** Our scholarly presentations and submitted manuscripts—including two books and one journal article in press, and two more journal articles in review—certainly build the regional, national, and international reputation of the Center as a top-tier natural science and integrated science/humanities institution.

DRAPER NATURAL HISTORY MUSEUM

■ **Partnerships:** We also deepened our partnerships with University of Wyoming and Montana State University with collaborative research programs.

■ **Attract, Engage, Inform, and Inspire:** Based on the Center's mission, the Draper uses these four concepts as its foundation for all programming.

■ **Inspire, Educate, and Engage:** Committed to the Center of the West Mission Statement, the Draper supported that mission in 2014 with the following: field trips, workshops, our popular lecture series, Raptor Experience programs, enhancements and upgrades to our permanent exhibits, more than a dozen media feature articles/stories, twenty-two invited lectures/programs presented by the Draper's Senior Curator, popular articles and books authored by our staff, three evening lecture programs presented in partnership with Greater Yellowstone Coalition, a special evening lecture featuring world-renowned author David Quammen, and the special exhibitions, *Pronghorn Passage*.

Since it opened in 2002, the Draper has attracted wonderful and energized volunteers who contribute greatly to our achievements. We currently have about thirty-five active volunteers and attract more new volunteer applicants each year than we can handle. We have a full complement to our advisory board and a waiting list for candidates. Our friend-raising trip to the Galapagos Islands and Ecuador in November 2014, led by Senior Curator Dr. Charles R. Preston, built some new relationships and strengthened others.

■ **Leverage Technology:** We leveraged technology in 2014 and began to integrate high definition remote photography, unmanned aerial vehicles, and PTT GPS satellite transmitters in our field research program. We incorporate the products of these technologies into publications, our website, and public and technical presentations. We also published more than a dozen new contributions on natural science aspects of the Center to the Center's website in 2014.

2014's Most Important Discovery/Acquisition for the Draper Natural History Museum

Apex predators, dependent on a single-prey system, exhibit profound and predictable cycles in productivity— independent of weather. Our most important acquisition was the preparation and accessioning of nearly a hundred newly-prepared Greater Yellowstone wolf specimens for our use in scientific research, educational programming, and exhibits.

Draper Natural History Museum's Top Three Goals for 2015:

■ **Expedition Trailhead:** Complete extensive upgrade of Draper Museum's Expedition Trailhead gallery.

■ **Coordinate Photography/Conservation Exhibition:** *Wyoming Grasslands* photography exhibition in partnership with the Nature Conservancy, and publish accompanying book.

■ **East Yellowstone Initiative:** Complete the East Yellowstone Initiative partnership with University of Wyoming to develop \$10 million staff and operational endowment for Draper Natural History research and public programming in perpetuity.

ANNUAL REPORT FOR 2014 | MCCRACKEN RESEARCH LIBRARY

Mary Robinson, **Housel Director**

Samantha Harper, **Archivist**

Mack Frost, **Digital Technician**

Kathleen Broeder, **Digital Cataloger**

Charlotte Gdula, **Reference Assistant (part-time)**

Karen Preis, **Reference Assistant/Administrative Assistant (part-time)**

2014 Highlight

Native photos featured in an important exhibit and lecture.

The Ken Blackbird photography exhibit, *Textured Portraits*, opened in the Special Exhibitions Gallery during board meeting week in June. The rodeo images series traveled to the Arizona History Museum in Tucson and opens in February 2015.

In September the library hosted a lecture by Timothy Egan, author of *Short Nights of the Shadow Catcher: the Epic Life and Immortal Photographs of Edward S. Curtis*, attended by an enthusiastic crowd that included eminent historian David McCullough and his family. The McCulloughs later visited the library reading room to examine the Edward S. Curtis portfolios.

2014's Top Three Significant Achievements

■ **Staff Changes:** The library hired full-time Photo Cataloger Kathleen Broeder in early 2014 under an Institute for Museums and Library Services (IMLS) grant to catalog the William F. Cody Collection photographs.

The library hired Eric Rossborough as Associate Librarian/Lead Cataloger to replace Karling Abernathy, who retired in May.

■ **Special Exhibit:** The library opened the exhibit, *Textured Portraits: the Ken Blackbird Collection*, in the Special Exhibitions Gallery in June.

■ **Firearms Records Digitization:** With support from the Olin Corporation Charitable Trust and the American Society of Arms Collectors, the archives staff scanned and cataloged more than 4,000 firearms design drawings, as well as other materials related to American firearms history, and uploaded them to the website.

McCracken Research Library and the Center's Strategic Plan

■ **Scholarship:** The library contributed to scholarship in 2014 by supporting internal projects, particularly Peter Hassrick's research on John Mix Stanley and Emily Wilson's exhibits on James Bama and Adolph Spohr, as well as the Center's Resident Fellowship program. (Goal One)

■ **Interpretation:** The work of photographer Ken Blackbird fulfills the Center's interpretive mission in telling the story of the American West in new, powerful, and authentic ways. The exhibit, *Textured Portraits*, has been popular with museum visitors and has opened up avenues to further collaboration as we send his photographs out to western museums. (Goal Two)

McCRACKEN RESEARCH LIBRARY



Fort Washakie, Wyoming. 2005. MS426 Ken Blackbird Photograph Collection.

■ **Digitization:** The McCracken staff has worked tirelessly behind the scenes to add digital content to the Center’s website. The American Society of Arms Collectors and the Olin Corporation Charitable Trust are important partners in this effort. We also collaborated with administrative staff to create a new brochure about the firearms archival collections. (Goal Three)

■ **Public Programming:** The McCracken staff worked closely with our advisors, especially Carol McMurry, to sponsor exciting public programs, such as the Timothy Egan lecture on Edward S. Curtis. (Goal Four)

2014’s Most Important Acquisition for the McCracken Research Library

MS426 Ken Blackbird Photograph Collection: 21,000 slides; 3,400 negatives; 78 photo prints.

McCracken Research Library Top Three Goals for 2015

■ **35th Anniversary:** The library celebrates its 35th anniversary in 2015 with a series of events, including special exhibits, author talks, and a benefit auction by Dorothy Sloan in October.

■ **Digital Collection in Off-site Hosting:** Continue to support scholarship and the user experience by pursuing off-site hosting of the digital collections in the program CONTENTdm, as well as the licensing of JSTOR, a research tool that offers full-text scholarly journals online.

■ **Exhibit Plans:** Continue to pursue travel options for the Ken Blackbird exhibit, as well as finalize plans for an exhibit about Harold McCracken’s career in Alaska and the Arctic.

ANNUAL REPORT FOR 2014 | PLAINS INDIAN MUSEUM

Emma Hansen, **Curator through May 2014; Curator Emerita and Senior Scholar**

Rebecca West, **Associate Curator through May 2014; Acting Curator beginning May 2014**

2014 Highlight

Since its acquisition in 2007, the Paul Dyck Plains Indian Buffalo Culture Collection has been an ever-present resource awaiting the realization of its full potential. The Plains Indian Museum staff drew upon years of planning to create a conceptual design for a proposed traveling exhibition titled *Coming Home! Legacies of the Paul Dyck Plains Indian Museum Collection*. The exhibition's concept is based on a blend of the power and diversity of the collection objects with innovative delivery through themed "Lodge Circles." *Coming Home* seeks to go beyond showing this magnificent collection as an aesthetic treasure. On the contrary, it will directly acknowledge that Indian art has a place in the consciousness of today's audiences and plays a significant role in the discussion of multi-cultural values.

Especially inspiring is the focus on the collection's relevance to today's audiences. During 2014, thanks to contributions from our project consultants (Arthur Amiotte, Barbara Hail, Adeline Fox, Marilyn Hudson, and Peter Welsh), and exhibition designer Steve Tornallyay of Gyroscope, Inc., Plains Indian Museum staff were able to move the exhibition into its next phases of development, i.e. fundraising and travel to national and possibly international venues. With a tour slated to begin in 2016, the Paul Dyck Collection will once again be "coming home" to venues across the Plains, culminating in its final destination here in Cody, Wyoming.

2014's Top Three Significant Achievements

■ **Planning Grants:** The Plains Indian Museum received major planning grants from the National Endowment for the Humanities and the National Endowment for the Arts with grant periods ending in summer 2014. These grants enabled us to develop concepts for the traveling exhibition *Coming Home! Legacies of the Paul Dyck Plains Indian Museum Collection*.

■ **Expanded Outreach:** During 2014, the Plains Indian Museum expanded our outreach to Indian communities through educational programs and web initiatives. We maintain relationships with the tribes in our immediate region and beyond, through the Plains Indian Museum Powwow, the St. Labre Indian School Museum and Culture Classes Program, informative content posted to the Center's website, and assistance with research and NAGPRA inquiries relating to our Plains Indian collections.

■ **Staff Changes:** Emma Hansen achieved Curator Emerita status and also earned the title of Senior Scholar for the Plains Indian Museum. Promoted to Acting Curator of the Plains Indian Museum, Rebecca West is now Associate Curator of Plains Indian Cultures. As the year ended, museum staffers chose Evan Hawkins for the Curatorial Assistant position in the Plains Indian Museum; he assumes his duties in January 2015.

Plains Indian Museum and the Center's Strategic Plan

The Plains Indian Museum moved ahead in 2014 with innovative exhibition planning, expanding upon strong outreach foundations, and especially by fostering direct communication and collaboration with internal and external partners—all important elements in the Center's Strategic Plan. We are fortunate to have great depth in both our collections and cultural content. We have drawn from both to continue in a direction that recognizes past achievements and scholarship.

PLAINS INDIAN MUSEUM

At the same time, we understand that we must also recognize changing audience needs. Realizing that our programs, events, and partnerships should be engaging, collaborative, informative, and financially sustainable, we adapted current programs to meet these needs. At the same time, we want to be sure that future projects are carefully developed, and their outcomes measured in line with the Center's Strategic Plan and goals.

2014's Most Important Acquisition for the Plains Indian Museum

1923 passports for Goes In Lodge, Goes in Law (wife), and Yellow Horse (husband) for entry to Great Britain on November 6, 1923. The three were performers with Tim McCoy's Wild West Show. Such documentation shows a dramatic transition from traditional life to a modern age. (The Paul Dyck Plains Indian Buffalo Culture Collection, acquired through the generosity of the Dyck family and additional gifts of the Nielson Family and the Estate of Margaret S. Coe. MS320.)

Plains Indian Museum Top Three Goals for 2015

■ **Sharing Culture:** Convey the enduring traditions of Plains Indian cultures, and propose culturally and socially relevant topics to diverse communities of visitors through our collections, special and traveling exhibitions, and outreach programs.

■ **Value and Accountability:** Demonstrate value and accountability to supporters, donors, trustees, and advisors for their contributions of time, scholarship, and funding.

■ **Revitalization:** Re-energize the Plains Indian Museum galleries and programs through emerging technologies and content to reach the needs of expanded audiences.



Buffalo horn bonnet with eagle feathers, Blackfeet, 1850. The Paul Dyck Plains Indian Buffalo Culture Collection, acquired through the generosity of the Dyck family and additional gifts of the Nielson Family and the Estate of Margaret S. Coe. NA.205.109

ANNUAL REPORT FOR 2014 | WHITNEY WESTERN ART MUSEUM

Mindy N. Besaw, **Curator (through November 2014)**

Emily Wilson, **Curatorial Assistant**

Peter Hassrick, **Senior Scholar and Director Emeritus**

Jaclyn Rubino, **Research Assistant**

2014 Highlight

The highlight of 2014 for the Whitney Western Art Museum was successful planning for *Painted Journeys: The Art of John Mix Stanley*, an exhibition that opens at the Center of the West, June 6, 2015. Stanley (1814 – 1872) was one of the most-traveled American artists of his day. He made four significant trips to the western territories in the mid-nineteenth century. The Center's groundbreaking retrospective revives Stanley's work as a leading American artist, bringing together—for the first time—more than sixty works representing every aspect of his remarkable career.

When the exhibition closes on August 29, 2015, it travels to the Gilcrease Museum, Tulsa, Oklahoma (October 1, 2015—January 4, 2016) and the Tacoma Art Museum, Tacoma, Washington (February 1—April 29, 2016). A \$40,000 National Endowment for the Arts grant supports the exhibition. An accompanying catalogue, published by University of Oklahoma Press, features five scholarly essays that provide insight into Stanley's life and times, and includes an illustrated, annotated listing of 227 selected, known Stanley works that survive today.

Another major highlight during 2014 was the announcement of the Margaret and Dick Scarlett Curator of Western American Art endowment. This major gift provides funds for the Whitney's curator position.

2014's Top 3 Significant Achievements

■ **Whitney Audio Tour:** In July, the Whitney debuted an audio guide for visitors. Acoustiguide—a world leader in audio and multimedia interpretation guides and creative content for museums, tourist sites, and visitor centers—produced and scripted the tour. Peter Hassrick and Mindy Besaw lent their voices and expert commentary to twenty-six historic and contemporary artworks in the Whitney's permanent collection. The tour also includes artists' video commentaries, music, and related images from outside our collections. Summer visitors gave the audio tour overwhelmingly positive reviews. In spring 2015, we hope to produce an online version of the audio tour to extend our visitor reach to outside the institution and capture the smart phone audience in the gallery. Without the generous support of board members Harris Haston and Carlene Lebous, this initiative would not have been possible.

■ **Online Frederic Remington Catalogue Raisonné:** Culminating decades of research, and several years of building and planning, the Frederic Remington Catalogue Raisonné launched online in summer 2014. It serves as a dynamic database and online resource for scholars, offering access to thousands of entries and images of Remington's works. During 2015, the online catalogue will be augmented with essays, a timeline of Remington's life, and a signature page. Fall 2015 will also see the publication of the second edition of the *Frederic Remington Catalogue Raisonné* by University of Oklahoma Press.

■ **Special Art Programming:** Between April and August 2014, the Whitney held a monthly lecture series in the Coe Auditorium on western art and artists. Speakers included Peter Hassrick and Mindy Besaw, along with artists John Giarrizzo, Sandra Dal Poggetto, and Kevin Red Star. In addition, the museum hosted four artists-in-residence in the gallery. In May and June, we featured two emerging artists: Michele Farrier from Alta, Wyoming, and Gianluca Giarrizzo from New York City.

WHITNEY WESTERN ART MUSEUM

In July and in September, we featured two established local artists, John Giarrizzo of Powell and Linda Raynolds of Cody. All the artists split their time between creating artwork in the gallery and interacting with visitors. We also filmed eight interviews with contemporary artists about their artistic process and their works in the Whitney's permanent collection. Staffers edited and uploaded several of these interviews to the Center's website, and they are also available for view within the galleries.

The Whitney Western Art Museum and the Center's Strategic Plan

- **Sustainability and Advancement:** The Scarlett Curator of Western American Art endowment provides curatorial funding, which relates directly to the goals of sustainability and advancement.
- **Accessibility:** With the launch of its audio guide and the online Frederic Remington Catalogue Raisonné, the Whitney increases accessibility to its scholarship and works of art, opening both to wider audiences.
- **New Scholarship:** The production of the *Painted Journeys* exhibition and the accompanying catalogue from University of Oklahoma Press are fueling new scholarship in the field of western American art.
- **Partnerships and Collaboration:** The Whitney began talks with the Ricketts Art Foundation to create an online catalogue of the western works of art by Alfred Jacob Miller.

2014's Most Important Acquisition for the Whitney Western Art Museum



John Mix Stanley's *Untitled, Teton Valley Scene* is a product of his last artistic journey west in 1853. He traveled with Governor Isaac Stevens to plot a potential northwest route for a transcontinental railway to the Pacific. Nearly the size of today's computer tablet, the small oil study depicts the Teton River Valley in present-day Montana. It shows the reverse composition of a larger, more finished painting, *Scouts along the Teton River* (Gilcrease Museum); the upcoming *Painted Journeys* exhibition features both works.

John Mix Stanley (1814 – 1872).
Untitled, Teton Valley Scene, c. 1865.
6x8.75 in. Museum purchase from
William E. Weiss Memorial Fund and
Lakeside Foundation. 1.14

Whitney Western Art Museum's Top Three Goals for 2015

- **Successful Exhibition:** *Painted Journeys: The Art of John Mix Stanley* opening exhibition, symposium, and catalogue.
- **New Online Catalogue:** The launch of the Alfred Jacob Miller online catalogue of western works.
- **Online Interpretive Content:** Explore and develop innovative and engaging approaches to providing online content for in-gallery and outside use.

ANNUAL REPORT FOR 2014 | INTERPRETIVE EDUCATION DEPARTMENT

Gretchen Henrich, **Director of the Interpretive Education Division**
Emily Buckles, **Interpretive Specialist and Natural Science Educator**
Megan Smith, **School Services Coordinator**
George Miller, **Educational Web Content Creator/Outreach Educator**

2014 Highlight

The Board of Trustees voted to add an Education and Interpretation Advisory Board to the Center's board structure. This group will bring new ideas and expertise to the Center in addition to identifying external support and partnerships to further the Center's Interpretive Plan initiatives.

2014's Top Three Significant Achievements

■ **Skype in the Classroom and Internet Interpretation:** The Interpretive Education Department welcomed George Miller to the team this year through a generous donation by J Bar 9 Ranch in Cody, Wyoming. His role on the team is to implement aspects of the Center's Interpretive Plan related to outreach and Internet-based education. As a result of this new focus, our Skype in the classroom program impacted nearly 7,600 students during 2014.

The Interpretive Education Department has also added new Internet education activities to the website. These include *History Canvas*, which is based on our popular *Create Your West* interactive in the Whitney Western Art Museum, and *Dressed Just Right* inspired by the Center's children's book of the same name.

■ **Outstanding Visitor Opportunities:** 2014 was an excellent year for visitor education. The Interpretive Education Department contacted 20,393 on-site visitors with interdisciplinary guided tours, spotlight programs, family programs, and school activities. The Center also reached numerous other visitors through content-specific programs such as lectures, raptor programs, Powwow, and specialized field trips led by curatorial staff. Furthermore, 99 percent of Center visitors who evaluate our programs rate them good or excellent.

■ **Reaching New Audiences:** Due to generous gifts from several donors, the Center has implemented new offerings to attract more visitors. Park County School District students can now visit the Center and take advantage of educational programming free of charge. The MILES program has expanded to cover a larger geographic area facilitating student field trips from all over the Rocky Mountain West. The concept phase is complete for an educational playground area that will attract more families to the Center.

Interpretive Education and the Center's Strategic Plan

The Interpretive Plan and department activities in 2014 focused on programs that "compellingly tell the Story of the American West to attract, engage, inform, and inspire diverse audiences." The range of programming, both on-site and online, helped us reach broad audiences, and fundraising successes have allowed us to make the Center more broadly accessible. Adding a staff member dedicated to outreach education has certainly helped the Center "leverage emerging technologies to reach and engage 21st-century audiences." The department has made great strides in this area through Skype in the classroom and new Internet-based educational offerings.

INTERPRETIVE EDUCATION DEPARTMENT



Scaling a “mountain” at Animal Olympics Family Fun Day.

Interpretive Education’s Top Goals for 2015

■ **Educational Outreach:** Increase our visitor programming to reach 4,000 more visitors both on-site and through virtual programming. Through Skype in the classroom, an increase of the number of school students on-site, and expanding summer programming for families and children, we will increase the number of visitors as well as attract more diverse audiences.

■ **Plains Indian Museum Interactive Map:** Complete an interactive Plains Indians Museum map to serve as an introduction to the museum and show how traditional lands and locations changed from European contact to the present. The map will be available on-site and virtually through the website, tablets, smartphones, and—within the near future—through a Buffalo Bill Center of the West app.

■ **Be on the Cutting Edge:** By implementing the Interpretive Plan and other innovative programs, we are looking to put the Center at the forefront of museum education. We are also cultivating opportunities to develop our staff toward the cutting edge of educational programming. Finally, we started research toward an outdoor playground that allows children to learn about the West by not only passively observing, but actually “doing.” In fall 2014, we completed the concept design; in 2015, we’ll continue to develop the project in preparation for future fundraising.

ANNUAL REPORT FOR 2014 | PUBLIC RELATIONS

Marguerite House, **Acting Director | Media Manager | *Points West* Editor**
Nancy McClure, **Electronic Communications Manager | *Points West* Assistant Editor**

2014 Highlight

It's all about the Web

This past year was all about the Internet as far as Public Relations was concerned. Our website has new Online Collections, blogging, and interactive pages for “kids” of all ages. Our presence on social media (Facebook, Twitter, Google+, YouTube) is also growing, with more and more users interacting with us. Finally, Web users consistently rate us at the top of our game in TripAdvisor, Yelp, and other travel sites.

2014's Top Three Significant Achievements

- **Trip Advisor award:** The online travel site Trip Advisor once again awarded the Buffalo Bill Center of the West its Certificate of Excellence.
- **Center's brand:** All of the Center's ads, signage, billboards, electronic media, etc., and the entire Center's editorial copy, now have a consistent look/sound in line with the Center's Branding.
- **Annual Spring Co-op with Wyoming Office of Tourism:** With Wyoming Tourism's annual Forever West campaign, the Center responded to 28,526 requests for more information (11,000 in 2013).

Public Relations and the Center's Strategic Plan

- Expand the reputation of the Buffalo Bill Center of the West. Sharing the Center's authentic collections and their stories builds a reputation that people can count on. (Goal One)
- Tell the story of the American West in a compelling manner. Public relations is all about outreach—sharing with individuals the breadth of the Center's collections, activities, and programming. In so doing, PR disperses the story of the West far-and-wide as in Buffalo Bill's day. (Goal Two)
- Embrace emerging technology. Take on new strategies for a best-in-class website that optimizes travel-planning, research, education, fundraising, multimedia, and social networking. Use tools such as search engine optimization, social media presence, and group e-mails to reach others. (Goal Three)

Public Relations Top Three Goals for 2015

- **100th Anniversary in 2017:** Begin making plans for media buys, journalist invites, and Web-related strategies to publicize the 100th Anniversary of the Buffalo Bill Memorial Association.

PUBLIC RELATIONS



Peter Fillerup (b. 1953). *Bill Cody – Hard and Fast All the Way*, 2010. Bronze. Gift of Bill and Joanne Shiebler. 14.11

■ **Generate content:** Ensure that all our content—whether in a news release or on the Web—is valuable, engaging, and stays true to our brand. Come up with an all-inclusive plan for staff to contribute draft news releases, blog posts, or other print materials to Public Relations staff for proofing, in order to reduce errors, and maintain our authority and authenticity.

■ **Media relations:** Create relationships with key media contacts to whom we can personally go for coverage of Center-based stories.

ANNUAL REPORT FOR 2014 | DEVELOPMENT

Tom Roberson, **Chief Development Officer**
Kelly Jensen, **Director of Development**
Diana Jensen, **Development Office and Donor Relations Manager**
Gina Schneider, **Development Officer/VIP Affairs**
Lauren Marchant, **Administrative Assistant**
Lynn Pitet, **Grants, Corporate, and Foundation Relations**
Rachel Lee, **Membership Supervisor**
Rebecca Taggart, **Special Events Coordinator**
Spencer Smith, **Database Manager**

2014 Highlight

During 2014, the Buffalo Bill Center of the West was fortunate to receive endowment commitments for two curatorial positions: the Scarlett Curator of Western American Art for the Whitney Western Art Museum, and the Willis McDonald IV Senior Curator of Natural Science for the Draper Natural History Museum. Gifts to the Center's endowment fund are critical to our long-term financial security. Investment returns from the fund provide nearly one-third of the Center's operational costs. Important gifts such as these offer a secure revenue stream well into the future.

2014's Top Three Significant Achievements

- **Endowment Gifts:** Gifts to the Center's endowment fund for curatorial positions provide long-term funding for the Center's museum and mission. Endowment gifts offer donors and staff the opportunity to focus on the future for the collections and programs.
- **Increased Annual Giving:** The lifeblood of an organization—unrestricted annual giving—is essential in helping the Center meet basic operational needs such as utilities, maintenance, landscaping, and security. In 2014, we were pleased to see an increase in annual giving, not only in the number of new donors, but the average gift dollar amount per donation.
- **Special Events and Programming:** Activities and events are often the most noticeable functions of a Development Department. They offer not only fundraising opportunities, but also a fun and interactive means for the Center's donors to engage with the organization and its collections. In 2014, we were pleased to help coordinate the annual Patrons Ball, Buffalo Bill Invitational Shootout, the Buffalo Bill Road Show to Saratoga, a learning trip to the Galapagos Islands with the Draper Natural History Museum, tours of several Denver museums and Lookout Mountain, and Cody Culture Club's popular programs. Each event provided a new lens through which participants could view our organization.

Development and the Center's Strategic Plan

There is an essential synergy amid the Strategic Plan goals, the departments who carry out those goals, and the Development Office. Staff throughout the Center work hand-in-hand to create and implement activities that share our collections with a worldwide audience.

DEVELOPMENT



The Draper Natural History Museum's curator position is now funded by an endowment from Willis McDonald.

The Development Staff is closely involved in all phases as we find opportunities for donors to fulfill their philanthropic interests through the exhibitions, educational programs, and the interpretive plan. In our work with donors, we find passionate interests that allow the Center of the West to fund activities ranging from art exhibitions and author presentations to Internet classroom discussions around the world.

Development Department's Top Three Goals for 2015

- **Securing Endowment Support:** Increasing the Center's endowment fund is the most important role of the Development Office. Through endowment gifts, we are able to secure perpetual funding for our most important annual operations.
- **Exhibition Fundraising:** The Center's programming staff creates extraordinary opportunities for our visitors to learn about the American West through temporary and traveling exhibitions. Securing full funding in 2015 for *Coming Home: Legacies of the Paul Dyck Collection*, and *Invisible Boundaries: Rediscovering Animal Migrations of the Greater Yellowstone Ecosystem through Art and Science*, offers donors an opportunity to participate in two very exciting programs.
- **Increasing Unrestricted Giving:** Nearly one-third of the Center's annual operating costs are met through unrestricted gifts. The Development Department is focused on refining the means of securing gifts that support basic operations, whether through memberships, annual fund appeals, or general year-end requests for funding.

ANNUAL REPORT FOR 2014 | GRANTS RECEIVED: \$1,222,649

R. Harold Burton Foundation

\$20,100

Discovery Camp and Family Fun Days
Interpretive Education Department

**The Geraldine W. & Robert J. Dellenback
Foundation, Inc.**

\$35,000

The Papers of William F. Cody

**The Geraldine W. & Robert J. Dellenback
Foundation, Inc.**

\$400,000

The Papers of William F. Cody

Nancy-Carroll Draper Foundation

\$372,020

Enriching public programming and exhibits
Draper Natural History Museum

J Bar 9, LLC

\$50,000

Internet interpretation
Interpretive Education Department

National Endowment for the Arts

\$40,000

Painted Journeys: The Art of John Mix Stanley
Whitney Western Art Museum

Park County Travel Council

\$30,000

Promoting the Buffalo Bill Center of the West
Public Relations/Communications

Rocky Mountain Power

\$20,000

Golden eagle research project
Draper Natural History Museum

Sinclair Oil Corporation

\$20,000

MILES program
Interpretive Education Department

Gretchen Swanson Family Foundation

\$75,000

Firearms display project
Cody Firearms Museum

**The Tucker Foundation
(S.K. Johnston Family Fund)**

\$27,600

Internship Program for 2014

**The Tucker Foundation
(S.K. Johnston Family Fund)**

\$46,000

Internship Program for 2015

U.S. Department of the Interior

\$12,000

Golden eagle nesting ecology
Draper Natural History Museum

Workforce Development Training Fund

\$816

Blackbaud / Raiser's Edge database training
Development Department

Workforce Development Training Fund

\$765

American Alliance of Museums Annual Conference
Buffalo Bill Center of the West

Workforce Development Training Fund

\$1,342

AICPA Not-for-Profit Industry Conference
Administration Department

Workforce Development Training Fund

\$3,049

Blackbaud Conference for Non-Profits
Development Department

Workforce Development Training Fund

\$1,448

Firearms Industry Compliance Conference
Administration Department

GRANTS



Conservation interns cleaning Herb Mignery's sculpture *Code of the West*. 9.01

Workforce Development Training Fund

\$595

Plains Anthropological Conference
Draper Natural History Museum

Workforce Development Training Fund

\$1,695

International Association of Avian Trainers and Educators
Annual Conference
Draper Natural History Museum

Wyoming Arts Council

\$11,367

General operating support
Buffalo Bill Center of the West

Wyoming Arts Council

\$5,593

Arts education
Interpretive Education Department

Wyoming Arts Council Endowment Fund

\$12,069

Internship program
Buffalo Bill Center of the West

Wyoming Arts Council Endowment Fund

\$21,120

Summer programming
Buffalo Bill Center of the West

Wyoming Arts Council Endowment Fund

\$17,070

Library acquisitions
McCracken Research Library

ANNUAL REPORT FOR 2014 | GIFTS

We greatly appreciate the following individuals, foundations, corporations, and anonymous donors who generously supported the Buffalo Bill Center of the West in 2014.

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Robert D. Coe
Cody, Wyoming

David L. Ferris Sr.
Fort Washakie, Wyoming

Adeline Fox
Lame Deer, Montana

Garrett E. Goggles
Fort Washakie, Wyoming

Marilyn C. Hudson
Parshall, North Dakota

Jay E. Nielson
Cody, Wyoming

Harold Ramser Jr.
Murrieta, California

Rusty R. Rokita
Hardin, Montana

D.P. Sellers
Colorado Springs, Colorado

D. Gordon Smith
Fort Worth, Texas

Margo Grant Walsh
New York, New York

**Plains Indian Museum
Advisory Board Emeritus**

Joe Medicine Crow
Lodge Grass, Montana

**Whitney Western
Art Museum
Advisory Board**

Margaret W. Scarlett
Chairman
Jackson, Wyoming

Laura Proctor Ames
Sammamish, Washington

Phimister Proctor Church
Sammamish, Washington

Sue Simpson Gallagher
Cody, Wyoming

Margaret Hayes
Cody, Wyoming

Deborah Goppert Hofstedt
Santa Clarita, California

David Dean Kirk
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Carlene Lebous
Cody, Wyoming

Patrick R. McDonald
Denver, Colorado
Camille V. Obering-Musser
Wilson, Wyoming

Nancy D. Petry
Englewood, Colorado

ANNUAL REPORT FOR 2014 | BOARD OF TRUSTEES & ADVISORS

Michelle M. Sullivan
Sheridan, Wyoming

James G. Taggart
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Marylou Whitney
Saratoga Springs, New York

Lisa F. Wirthlin
Salt Lake City, Utah

**Whitney Western Art Museum
Advisory Board Emeritus**

Carol Clark
Amherst, Massachusetts

Leverett S. Miller
Palm Beach, Florida



Students enjoying the Seasons of Life exhibit in the Plains Indian Museum as a part of the M.I.L.E.S. program.

ANNUAL REPORT FOR 2014 | FINANCIAL HIGHLIGHTS

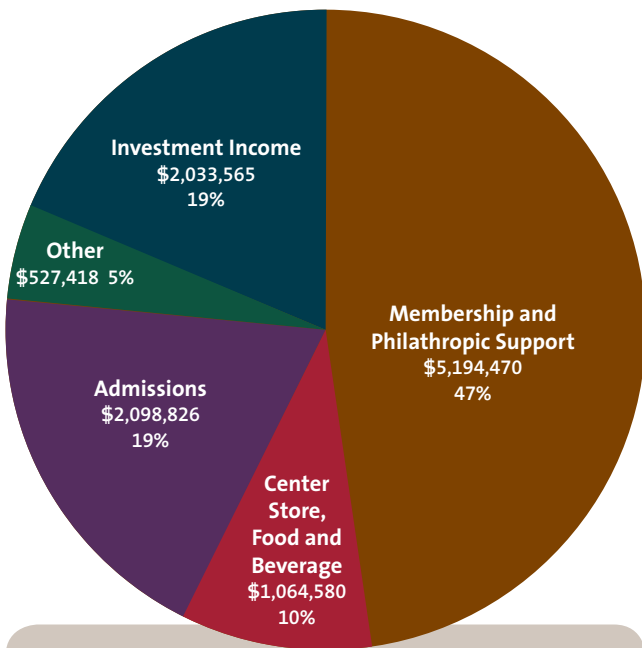
Revenues and Expenses — December 2014

During 2014, the Center finally turned a financial corner and ended the year with a budget surplus of \$112,252.

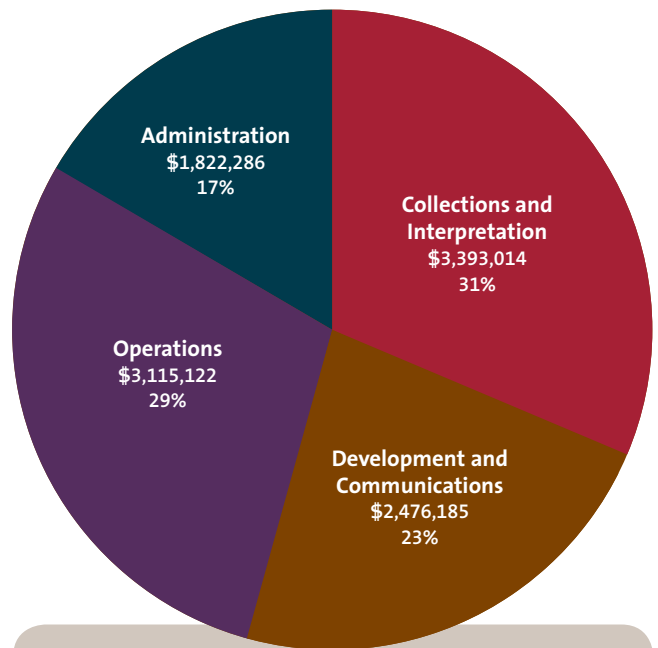
	ACTUAL	BUDGET
Revenues	\$10,918,859	\$11,021,053
Expenses	\$10,806,607	\$11,021,053
Net surplus	\$112,252	- 0 -

Our endowment was bolstered with \$2.2 million of contributions, a substantial portion of which funds the Curator of Western American Art position.

Thanks to the generosity of several key donors, we invested \$864,000 in marketing during 2014. This enabled us to complete the Center’s rebranding, provide significant marketing efforts on travel planning websites, and improve the Center’s signage and visibility for travelers passing through Cody. In addition to attracting more visitors, our new LED sign has had the additional benefit of attracting seasonal job applicants in a tight hiring market.



2014 Operating Revenues \$10,918,859



2014 Operating Expenses \$10,806,607

NOTE: Strategic Plan, audited financial statements, and Form 990 are available on our website at centerofthewest.org/get-involved/annual-reports/.