



Annual Report

2018

BUFFALO BILL CENTER OF THE WEST

2018 was a year of change at the Buffalo Bill Center of the West. One of the biggest was with our staff: Eight long-time staff members retired, including CEO Bruce Eldredge after ten years at the helm, and Charles “Chuck” Preston, Founding Curator of the Draper Natural History Museum.

While it is hard to watch old friends move on, new staff bring in fresh ideas and perspectives, a vital resource for any cultural institution. Thanks to Bruce giving us plenty of notice, we were able to do a nationwide search and welcome our new CEO, Peter Seibert, before the end of the year. Peter was most recently the Executive Director of the Education, Research, and Historical Interpretation Division of the Colonial Williamsburg Foundation and, prior to that, he directed the Millicent Rogers Museum in Taos, New Mexico.

Our most visible change is the renovation of the Cody Firearms Museum (CFM), a \$12.5 million project. The best firearms museum in the country is going to be even better. We celebrate the completed CFM on July 5 - 7, 2019.

Finally, the Center’s Board of Trustees, looking ahead to the conclusion of my second term at the end of 2019, tapped William N. Shiebler of Park City, Utah, to succeed me as Chairman. Bill joined the board in 2011, and his financial acumen has been a great resource as we have met challenges ranging from the poor economy when he first joined, to securing bridge financing for the CFM project.

It is a great honor for me to serve such an amazing institution, being on the receiving end of accolades for all the fine work done by a truly extraordinary staff. I invite you to review some of the activities undertaken last year by one of our national treasures—the Buffalo Bill Center of the West.



Barron Collier II

Barron G. Collier II
Chairman, Board of Trustees





As I read through the various reports of our activities over the last year, I am both impressed and humbled by the outstanding successes of our Board, staff, and volunteers. The Buffalo Bill Center of the West is truly an amazing organization! Our achievements in 2018 reflect so many hours of dedicated work by people who have the common mission to celebrate and share the myriad diverse stories of the American west.

This report is that much more impressive when you realize that everything was accomplished while the Center was undergoing a change in executive leadership. As such, I would be remiss to not acknowledge my predecessor, Bruce Eldredge, whose work and dedication is stamped upon each page of this report. Under Bruce's leadership, the Center grew in both achievement and reputation. We gratefully acknowledge his service.

The world of museums in 2019 is vastly different than it was ten, twenty, or fifty years ago. The era of the passive visitor experience built around simply viewing an exhibition has transitioned to a time when visitors expect a much more engaging and interactive approach. On the plus side, greater visitor expectations bring new opportunities for museums to be more imaginative and creative in how we share our stories and interpret our collections.

My family and I are delighted to be a part of the wonderful community of Cody, where, literally, it all began. 2019 will be a year of learning for me, as I get to know not just this fabulous institution, but also the trustees, advisors, volunteers, donors, and other supporters of the Center of the West.

I look forward to sharing with you in these pages next year our progress in embracing these challenges as we continue to strive to provide the Center's visitors an ever more memorable experience of the Spirit of the American West.



Peter S. Seibert
Executive Director & CEO



Albert Bierstadt: Witness to a Changing West exhibition.



Cody Firearms Museum renovation underway.



Charles Preston, PhD, Curator of the Draper Natural History Museum, talks with children during a Science Kids outing.

HIGHLIGHTS

Albert Bierstadt: *Witness to a Changing West* was an ambitious, and important, exhibition for the Whitney Western Art Museum. Curatorial staff took a fresh look at this master painter's work from the perspective of his impact on shaping American perceptions of both conservation and the place of Native populations in the West. The exhibition was a massive logistical challenge for our relatively small staff. Aside from securing loans from several private donors and other institutions, Center staff had to unpack/pack the loaned works, perform conservation work and reframe some pieces, prepare the exhibit space, and research, write, and produce all videos and signage. Lenders' requirements stipulated increased security during museum hours, specialty hanging hardware, glazing of paintings, and protective barriers and/or Plexiglas bonnets on objects, as well as stringent environmental monitoring systems. The professional and organizational talents of multiple departments converged to meet the demanding timeline and exacting standards of the exhibition.

Peter S. Seibert succeeded Bruce Eldredge as Executive Director and Chief Executive Officer of the Buffalo Bill Center of the West in late November. Seibert, most recently the Executive Director of the Education, Research, and Historical Interpretation Division of the Colonial Williamsburg Foundation, looks forward to creating more experiential opportunities for our guests while identifying new revenue streams using the Center's collections and historical resources.

The deinstallation and interior demolition of the **Cody Firearms Museum** began in August and was closely followed by the start of construction. The new Cody Firearms Museum opens in July 2019 after a \$12.5 million renovation.

DEPARTURES

Bruce Eldredge retired in November after ten years as the Center's Executive Director and CEO. Bruce oversaw the re-branding of the Buffalo



Bill Historical Center to today's Buffalo Bill Center of the West, as well as the reinstallation of the Buffalo Bill and Whitney Western Art museums. The design and start of construction for the new Cody Firearms Museum also took place

on Bruce's watch, and the Center launched the largest fundraising effort in its history, the New Century Campaign, which wraps up at the end of 2019. Very involved in the Cody community during their time here, Bruce and his wife, Jan, have moved to the Seattle area to be close to their young grandchildren.

Founding Curator of the Draper Natural History Museum **Charles "Chuck" Preston, PhD**, retired at the end of 2018, after 20 years. Successfully meeting the challenge of overseeing the design and construction of a completely new natural history museum, Chuck also initiated field studies in the Yellowstone Ecosystem. Golden eagles were a particular focus of Chuck's research. In "retirement," Chuck continues with his field studies, consult with other natural history museums, lecture, and write on different aspects of ecology, human-wildlife relationships, and conservation in Greater Yellowstone. He and his wife, Penny, will be based at their home in the Ozarks, with summers at their cabin near Cody.

Several other long time employees retired in 2018: **Connie Miller Schuster** (35 years); **Gary Miller** (30 years); **Gina Schneider** (22 years); **Marguerite House** (19 years); **Ann Marie Donoghue** (18 years); and **Linda Clark** (12 years).



Albert Bierstadt: Witness to a Changing West exhibition.



Monarch of the Skies exhibition.



Native Nations Now exhibition.

EXHIBITIONS

Albert Bierstadt: *Witness to a Changing West*, a joint project of the Whitney Western Art Museum and Tulsa's Gilcrease Museum, was one of the most important exhibitions undertaken by the Whitney in recent years. On view at the Center June through September 2018, and at Gilcrease from November 2018 through February 2019, the exhibition consisted of 67 objects from 22 institutions and eight private collections. Sixteen paintings from the Whitney's collection were displayed, including Bierstadt's iconic *The Last of the Buffalo*, which served as the centerpiece of the exhibition.

One of the nation's most significant nineteenth-century artists, Bierstadt is best known for his western landscapes, creating sweeping vistas and documenting unique features, such as Old Faithful in Yellowstone. Bierstadt also depicted the West's indigenous cultures and wildlife, an aspect of his artistic career which has been largely overlooked. *Witness to a Changing West* explored in depth Bierstadt's paintings of Native peoples and the American bison during a time of dramatic change in the America West.

Interpretive aides on view in the exhibition included five short films. These were created using archival photos and other material, historical reenactment, and commentary from the three co-curators (Peter Hassrick and Karen McWhorter from the Center of the West, and Laura Fry from Gilcrease), and Oglala Lakota artist and scholar Arthur Amiotte (also a member of the Plains Indian Museum Advisory Board).

The Plains Indian Museum (PIM) presented ***Native Nations Now: An Exhibition of Contemporary Native Art***, featuring the work of six Northern Plains artists from the Creative Indigenous Collective. The first all-Native contemporary art exhibition at the Center, it was featured in the Spring 2018 issue of *Cowboys and Indians* magazine, and showed the vitality of today's Native peoples, an important part of the PIM's mission.

With the **Cody Firearms Museum** (CFM) undergoing a complete renovation and reinstallation, staff created a **temporary exhibition** of some of the most important

firearms from the CFM collection on the Center's lower level—in the same space that first displayed the Winchester Collection more than 40 years ago. The Center's other museums each exhibited additional firearms, illuminating their connection to art, native history, the story of the Yellowstone region, and, of course, Buffalo Bill and his Wild West.

Edward Curtis's *The North American Indian* completed its two-year tour of Wyoming libraries in December. Thirty framed digital reproductions of Curtis's famous portraits have traveled all over the state, from Sheridan to Sublette County, in an outreach program conceived as part of our Centennial in 2017. The feedback was extremely positive, with one librarian sharing that, "We also had some patrons who, after viewing the exhibit, checked out books of his work, so we count that as a great success." The McCracken Research Library curated the exhibition.

Letters, documents, and other objects related to George Armstrong Custer went on display in the Buffalo Bill Museum. The ***General George and Elizabeth Custer Exhibition*** continues into 2020 as the lender provides additional objects for display rotation. The Center's Conservation Department also has conserved many paper artifacts in the collection.

A new permanent exhibition, ***Monarch of the Skies: The Golden Eagle in Greater Yellowstone and the American West***, opened in the Draper Natural History Museum. Draper staff, led by founding curator Charles Preston, have worked in conjunction with several non-profit organizations and government agencies gathering data on golden eagles in Wyoming's Bighorn Basin and seven other sites across the western United States. The exhibition shares what Draper scientists have learned about the diet, distribution, and reproduction of golden eagles in the Bighorn Basin over the past ten years, and how these factors are intertwined. It also highlights the importance this charismatic predator has in Native cultures, and incorporates objects from the Plains Indian Museum. *Monarch of the Skies* will be updated as more field research adds to our knowledge.



PROGRAMS

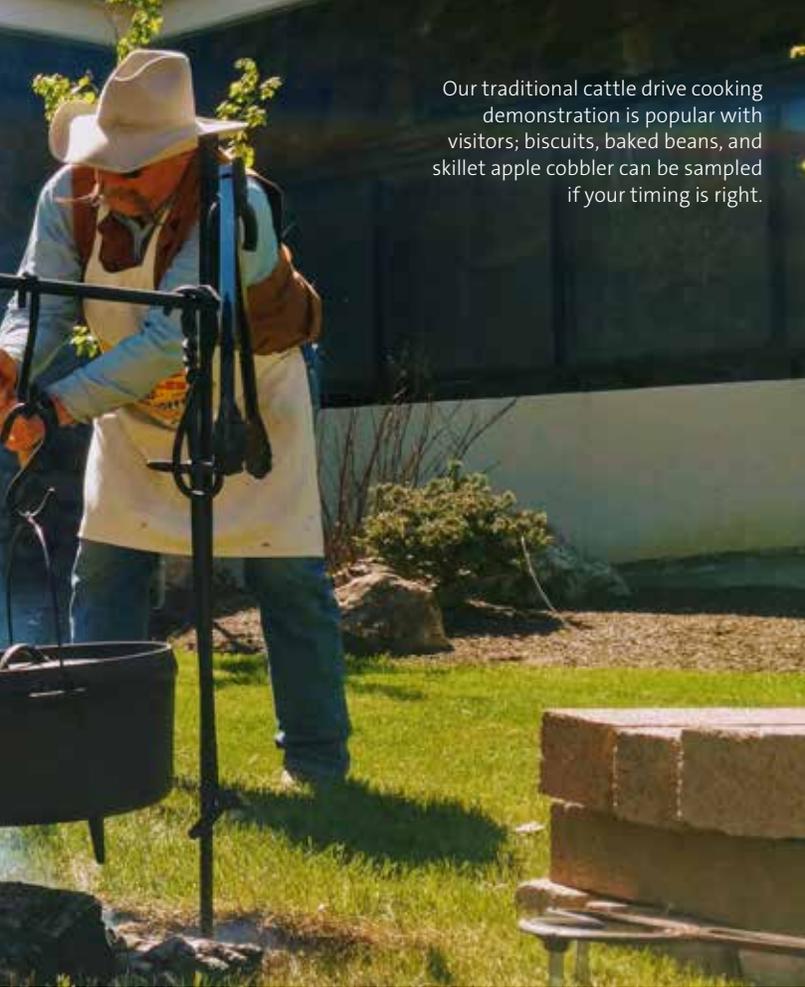
ONGOING PROGRAMS

Skype in the Classroom lessons by Center educators were seen in 33 countries, including several for the first time: Ecuador, Germany, Hungary, Italy, Scotland, Serbia, South Africa, Thailand, Trinidad and Tobago, and Vietnam. New video introductions and teacher guides have been added to our Skype lessons as well. | Visiting artists worked in the galleries over the summer. **Jeff Rudolph** and **Michele Farrier** demonstrated in the Whitney Western Art Museum, and Native artists **John Hitchcock**, **Ernest Gendron**, and **Ben Pease** demonstrated in the Plains Indian Museum. | For the 13th year, **St. Labre Indian School** students took part in our two-day immersive museum studies experience. | Six **conservation interns** worked on photographing, conserving, and storing more than 500 letters and documents relating to George Armstrong Custer. | **Summer programs** for our visitors featured everything from firearm safety to baking biscuits over a campfire.

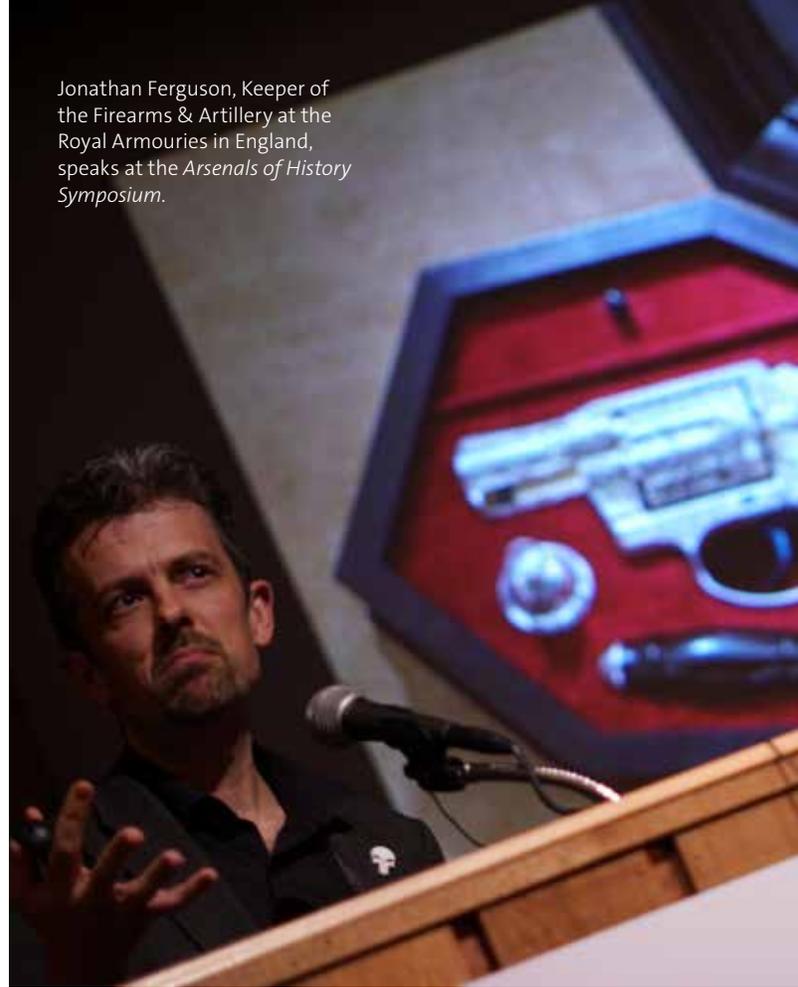
NEW PROGRAMS

The **Education Department** created *What's the Story: Teaching with Objects in Your Classroom to Facilitate Student-Centered Learning*, a professional development workshop offered through *Skype in the Classroom*. The workshop shows teachers how to most effectively incorporate objects into their lessons. A new *Indian Education for All* page on the Center's website contains resources and programs that align with the new Wyoming standards for educating K–12 students about Native American history and culture. Newly designed teacher guides are available for our guided class tours, and scavenger hunts now enrich self-guided student field trips.

Education also offered ten different camps and workshops, with most filled to capacity. New in 2018 were a naturalist-led hike into the Sunlight Basin for 8–14 year-olds; a two-day camp combining horseback riding and fly fishing lessons; photography, painting, and nature writing in a three-day program, and a two-day camping trip to the



Our traditional cattle drive cooking demonstration is popular with visitors; biscuits, baked beans, and skillet apple cobbler can be sampled if your timing is right.



Jonathan Ferguson, Keeper of the Firearms & Artillery at the Royal Armouries in England, speaks at the *Arsenals of History Symposium*.

Big Horn Mountains led by scientists from the Draper Natural History Museum where kids surveyed insects, caught birds in mist-nests, and identified plants.

Funded by Fred and Linda Dowd, the Center initiated a **Youth Advisory Board**, created to improve the experience and engagement of kids and teens who visit the Center. Comprised of Cody High School students, the program also is designed to provide opportunities for learning and growth by the students, with various Center staff speaking to the Youth Advisors about careers in museums, and even engaging them directly in museum work.

Some of the advisors were hired for the summer to create and implement youth-oriented programs such as a thirty-minute kids' tour, a wildlife safety demonstration, and a create-a-tipi activity. One of the students worked on our social media, creating and updating Instagram and Facebook pages aimed at other students.

Birdie Real Bird, artist and Plains Indian Museum (PIM) Advisor, taught a two-day beadworking class for adults. In addition to making a Crow-style beaded cuff bracelet, the 25 participants toured the PIM galleries to learn about historic beadworking techniques and patterns.

SYMPOSIA

- The **Cody Firearms Museum** hosted the second *Arsenals of History* symposium. This year's theme was ethics, with topics ranging from access to firearms collections to the role of public collections in the modern gun debate. Once again, professionals from museums ranging from the Metropolitan Museum of Art to the Dutch National Military Museum attended, and we released a magazine borne out of last year's symposium.
- The **Whitney Western Art Museum** welcomed more than one hundred people to a symposium accompanying the *Albert Bierstadt: Witness to a Changing West* exhibition.



SCHOLARSHIP & PROFESSIONAL GROWTH

Curatorial staff is expected to contribute to scholarship in their discipline, and all staff members are encouraged to share their expertise at professional conferences. Here is a selection of staff activities in 2018.

The **Whitney Western Art Museum's Karen McWhorter** completed The Getty Leadership Institute's NextGen Executive Education Program for emerging museum leaders. McWhorter contributed to the *Albert Bierstadt: Witness to a Changing West* exhibition catalogue, wrote an essay on Charles M. Russell's *When Law Dulls the Edge of Chance* for the C.M. Russell Museum's exhibition catalogue, *Return to Calgary: C.M. Russell and the 1919 Victory Stampede*, and penned the December newsletter for the Alfred Jacob Miller website, *Fur Traders and Rendezvous*.

Staff from the **Education Department** presented professional development sessions for their colleagues at two different conferences. **Megan Smith** shared teaching strategies with attendees of the Montana Education Association-Montana Federation of Teachers annual conference, and was a panelist for a Wyoming Libraries Webinar on virtual field trips. **Emily Buckles** leads

workshops as a Certified Interpretive Trainer both at the Center and for other regional organizations.

Working under a grant from the National Endowment for the Humanities, **The Papers of William F. Cody**, in collaboration with Frank Christianson and the University of Nebraska-Lincoln, edited and uploaded to www.CodyArchive.org numerous additional primary resources for scholars of Buffalo Bill. Included are approximately 337 newspaper articles, eight foreign programs of Buffalo Bill's Wild West, 22 short biographies, 37 Annie Oakley articles, and 46 images. *The Papers* works with the University of Oklahoma Press to publish books in the William F. Cody series, three of which won awards in 2018.

Plains Indian Buffalo Cultures: The Art of the Paul Dyck Collection was published by **Curator Emerita Emma Hansen** in 2018, after several years of research by **Plains Indian Museum (PIM) staff**. PIM curator **Rebecca West** authored essays for two outside exhibition catalogues, including *Warhol and the West* at the Tacoma Art Museum, exploring the quirky connection of pop artist Andy Warhol and his screen-printed image of a historic Crow shield, found in the collection of the American Museum of Natural History.



On Page 10: The Plains Indian Museum Powwow is a June tradition. Above: Draper Museum Assistant Curator Corey Anco working in the research lab. Photo by Rebecca Noble, *Cody Enterprise*.

Ashley Hlebinsky was one of eight museum curators, academics, and art experts who shared their perspectives on the study, display, and interpretation of firearms in a roundtable for the journal *Technology and Culture*. Published by Johns Hopkins University Press for the Society for the History of Technology in July 2018, this was the first time the journal dedicated space to this subject.

Staff of the Draper Natural History Museum continue to contribute original research and share research results on golden eagles through publications, lectures, and scientific conferences. Assistant Curator **Corey Anco** began a study of the museum's extensive collection of Yellowstone gray wolf skulls representing post-reintroduction populations. Skulls from pre-extirpation populations held in other museum collections (Smithsonian National Museum of Natural History, Field Museum of Natural History, American Museum of Natural History) will be studied and compared to the reintroduced wolves to address the ongoing debate about the relative size of wolves in the two populations. The study's results are expected in 2020, and will be prepared for publication in a peer-reviewed journal.

Draper staff also initiated partnerships with HawkWatch International in Salt Lake City and other researchers to document wildlife-vehicle collisions in the Bighorn Basin. The goal is to identify roadways where wildlife and vehicles commonly collide and then work with both government agencies and wildlife groups to implement mitigation techniques to reduce fatalities for birds and humans alike—as well as the millions of dollars in property damage caused by the collisions each year.

Chief Conservator and Director of Museum Services **Beverly Perkins** is working with Larry Todd, Professor Emeritus at Colorado State University and Research Fellow at the University of Texas. They are performing geochemical analysis of projectile points from northwest Wyoming using the Center's portable XRF machine. Lithics found to have chemical profiles significantly different from most others tested will be sent to a lab for additional confirmational testing. Outliers could reveal previously unknown information about early inhabitants of the area, and confirmation of the portable XRF's data could mean that the machine's results will be accepted on their own in the future. This would save thousands of dollars in analysis costs, ultimately producing more publishable data.

2018 acquisition: *Floating Sticks*, by Scott Fraser.
Donated by Anne Young in honor of Jim Nielson.



2018 acquisition: Alpine Cirque
Mountain Goats in the Draper Natural
History Museum.



AQUISITIONS

Part of the Center's mission is to acquire significant objects that help tell the story of the American West, add to the materials available for scholars, and preserve the legacy of the West. Here are some of the items acquired in 2018.

Whitney Western Art Museum

- *An Apotheosis of A. Phimister Proctor*, by Frank P. Fairbanks. Donated by Jon Richards, grandson of the artist.
- *Floating Sticks*, by Scott Fraser. Donated by Anne Young.
- An untitled portrait by Olive Fell. William E. Weiss Memorial Fund purchase.

Buffalo Bill Museum

- Charles King's Five-Button Undress Blouse (1872). Museum purchase. King was a good friend of Buffalo Bill and documented Cody's fight with Yellow Hair at the Battle of Warbonnet Creek. He also wrote novels about the U.S. military during the Plains Indian Wars that significantly shaped public perceptions of the frontier army.
- Poster, 33.75 x 18.125 inches, with attached handbill promoting a performance of "Cody & Carver's Wild West." Cody performed with Doc Carver for only a brief period, and this rare poster may be the only surviving copy. Museum purchase.
- Kid Nichols's Mexican style saddle. Gift of Lyle D. Nichols. James C. "Kid" Nichols resided in Cody in the early 1900s and was a friend of Buffalo Bill.

McCracken Research Library

- Purchases include a daily accounting sheet for the Wild West performance in Sioux City, Iowa; a gold-embossed pass to the Wild West performances at the 1893 Chicago World's Fair; and several Cody-related collections that include letters and photos.
- Original work by photographer William Shepley, purchased from the artist, will be the basis of a future exhibition titled *The Equestrian West*.
- Cody artist James Bama continues to donate important photos related to his paintings. The

photos of his models reveal Bama's artistic process as well as represent an important record of Cody people and events.

- Firearms records from the Ithaca Gun Company were donated by Walter Snyder. Snyder has donated Ithaca records to the McCracken previously, and has promised additional installments over time.

Cody Firearms Museum

- Henry Rifle, donated by Paul W. Taylor. The gun's provenance confirms that it belonged to a soldier in the 4th Michigan Regiment when the troops captured Confederate President Jefferson Davis.

Draper Natural History Museum

- 44 wildlife specimens were added to the museum's collection, which is one of the premier scientific repositories of higher vertebrate specimens in the Greater Yellowstone Ecosystem (GYE).
- An herbarium collection of approximately 3,000 specimens was donated by the family of Erwin F. Evert. Evert collected and curated plant specimens in the GYE for more than 30 years, providing an important reference for scientists as the environment changes.
- More than 7,750 video and audio clips were added to the museum's Greater Yellowstone Sights and Sounds Archive. The archive documents wildlife behavior and landscapes as well as human perceptions and attitudes toward nature in the region.

Plains Indian Museum

- Seven contemporary works by Native American artists were acquired with funds from the Bodini Fund. Dyani White Hawk, Ben Pease, T.C. Cannon, Robert Martinez, John Hitchcock, Louis Still Smoking, and John Pepion are now represented in the museum's permanent collection.
- A Lakota pipe bag, pipe bowl, and stem owned by William F. Cody was donated by Patricia Jones, a relative of the showman. Further research will attempt to identify the original owner and creator, assumed to be a member of Cody's Wild West.
- The estate of Howell Howard donated an inscribed pipe tomahawk, circa 1870.



PARTNERS

The Buffalo Bill Center of the West works with many partners on research, scholarship, exhibitions, and education. A partial list of our 2018 partners follows:

- Audubon Rockies
- Booth Western Art Museum
- Brinton Museum
- C.M. Russell Museum
- Couse-Sharp Historic Site
- Denver Art Museum
- Frederic Remington Art Museum
- Gilcrease Museum
- Golden Eagle Monitoring Network
- HawkWatch International
- Montana State University, Bozeman
- National Museum of Wildlife Art
- Norton Museum of Art
- Office of Wyoming State Archaeologist
- Peabody Essex Museum
- Portland Art Museum
- Shoshone National Forest
- United States Department of State
- University of California, Berkeley
- University of Oklahoma Press
- University of Wyoming Archaeological Repository
- Yale University Library
- Yellowstone Art Museum



Winchester Model 71 lever-action rifle, .348 caliber, 1949. 2003.15.16

AWARDS

TripAdvisor awarded the **Buffalo Bill Center of the West** its Certificate of Excellence for the sixth year in a row, reflecting the Center's consistently high ratings from travelers.

True West magazine recognized the **Center** in four categories in its 2018 "Best of the West" awards:

- Best Western Museum
- Best American Indian Collection, Plains Indian Museum
- Best Western Art Gallery, Whitney Western Art Museum
- Best Commemorative Rifle, the Centennial Winchester 1873

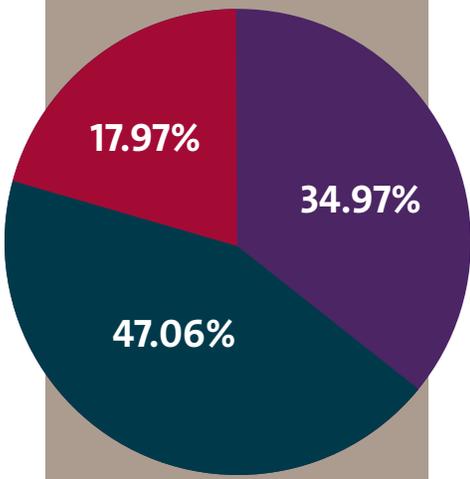
The Western Writers of America (WWA) presented the Homesteader Award to the **McCracken Research Library** for its role in creating the Writers Hall of Fame in the McCracken gallery in collaboration with WWA.

Albert Bierstadt: Witness to a Changing West received wide press coverage, including a review in the *Wall Street Journal*. Peter H. Hassrick, Director Emeritus and Senior Scholar at the Center of the West, won a Western Writers of America Spur Award in the Best Western

Short Nonfiction category for his article, "Art, Agency and Conservation: A Fresh Look at Albert Bierstadt's Vision of the West," an excerpt of his Bierstadt catalogue essay, published in the Montana Historical Society's *Montana the Magazine of Western History*. The exhibition catalogue won the Outstanding Exhibition or Collection Catalogue Award for 2018–2019 from the Midwest Art History Society.

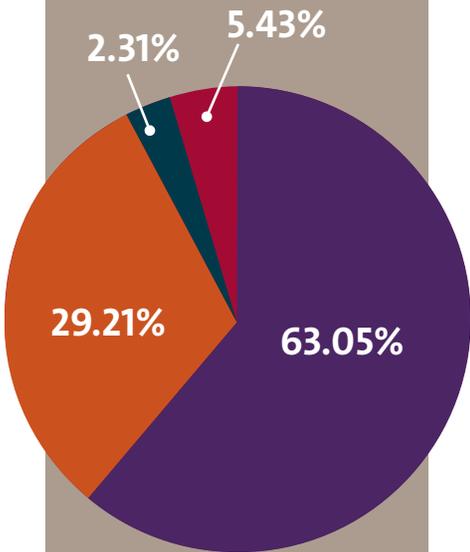
Karen B. McWhorter, Scarlett Curator of the Whitney Western Art Museum, won the 2018 Phillip A. Danielson Award, First Place for the Best Presentation, conferred by Westerners International for her presentation, "The Art & Influence of Charlie Russell."

Hunter Old Elk, Curatorial Assistant of the Plains Indian Museum, was included in the award-winning photo book *Signs of Your Identity*, sharing the experiences of indigenous people in boarding schools. Hunter also was featured in *Pioneers*, a book of "men and women who refuse to stay indoors," shot by celebrity photographer Brian Bowen Smith. All proceeds from the book benefit the National Forest Foundation.



2018 OPERATING SUPPORT
(budget basis)

- Earned revenue
- Donor funding and grants
- Support from endowment



2018 EXPENSES
(budget basis; excludes capital projects)

- Personnel
- Operating expenses
- Capital expenditures
- Programs and exhibitions

FINANCE & OPERATIONS

Financial Report | Fiscal year ended December 31, 2017

Lynn Rodgers, Chief Financial Officer
Bruce Sauers, Director of Revenue

Infrastructure

The Engineered Systems Master Plan was completed in 2018. The Building and Grounds Committee and staff reviewed, prioritized, and presented the plan for Board approval, and the Board committed to funding the highest priority items over the next five years. Projects in 2018 included heating and humidification system improvements and a new roof for the Cody Firearms Museum, replacement of the Plains Indians Museum shake roof with a metal roof, upgrading the mezzanine handrail to meet current safety standards, and improvements to our waste removal system.

Earned Revenue

Earned revenue continues to be a focus, with ongoing efforts to improve current revenue streams and explore new opportunities consistent with our mission and facility. Highlights for 2018 were catering and gift shop sales.

Expenses

Expenses were well-controlled, helped by favorable health insurance claims, as well as deferred hiring for some positions and the reclassification of others.

Major Capital Projects

Construction for the complete renovation of the Cody Firearms Museum began in 2018. More than half of the total project budget of \$12 million (excluding debt service required to bridge the timing of pledge payments) will be incurred in 2019.

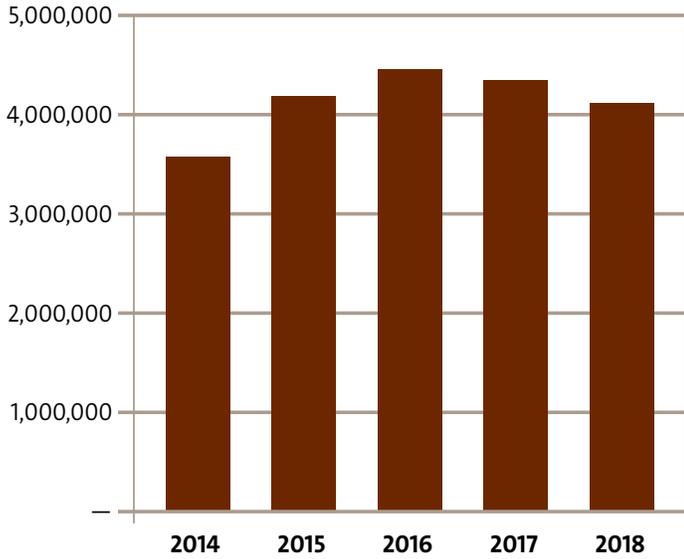
Endowment

Generous donors added \$2.8 million to the endowment in 2018. The markets were not as kind, resulting in a loss of \$4.3 million, but, fortunately, 2018 losses have been more than offset by gains in early 2019.

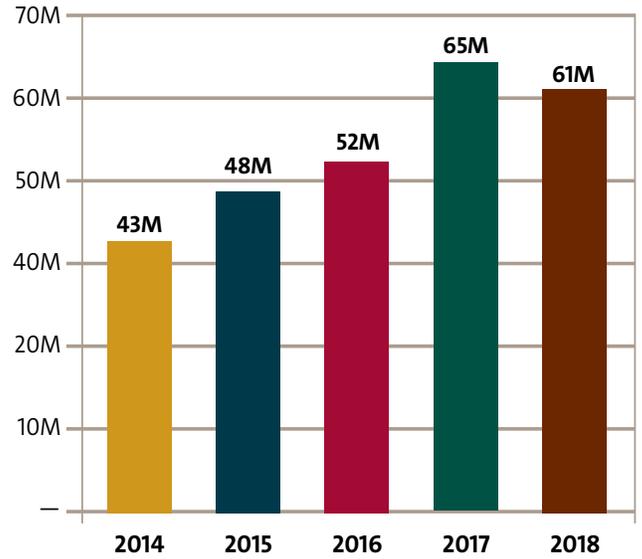
Overall, the Center remains in a strong financial position. We are forecasting increased earned revenue in 2019, and expect donor giving to be strong as campaign pledge payments continue, in addition to annual donor contributions.

Please note that the amounts included in this section are unaudited. The 2018 audited financial statements are expected to be available on our website in June 2019 at centerofthewest.org/about-us/annual-reports.

Earned Revenue Over Time

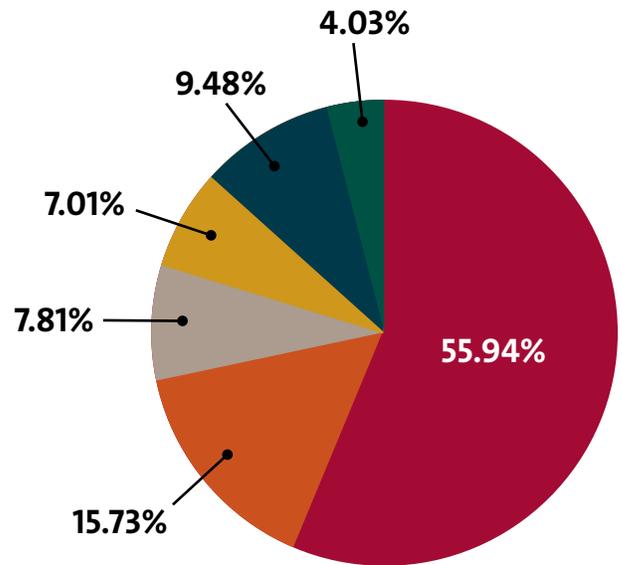


Endowment Value Over Time



Financial Position (in thousands)

	2018	2017
ASSETS		
Cash and cash equivalents	917	3,116
Accounts and interest receivable	430	262
Inventories	1,131	1,730
Prepaid expenses	130	140
Contributions receivable	3,270	4,226
Investments	60,788	64,985
Property and equipment, net	37,236	33,564
Collections	90,196	88,896
Total Assets	194,071	196,919
LIABILITIES AND NET ASSETS		
Accounts payable and accrued expenses	986	730
Notes payable and line of credit	2,473	
Net assets	190,612	196,189
Total Liabilities and Net Assets	194,071	196,919



2018 Earned Revenues

- Admissions
- Store
- Cafe
- Catering and special events
- Programs, exhibitions, content-related revenue
- Other

2018 acquisition: *Untitled*, by Olive Fell, purchased with funds from the William E. Weiss Memorial Fund.



DEVELOPMENT

Wyoming Governor Matt Mead sent a congratulatory message to the Center's board of trustees when contributions and pledges to the New Century Campaign surpassed the original campaign goal of \$50 million mid-way through 2018. However, with one more year to go, two large expenses were added to the Center's current needs list: increased infrastructure upgrades and the inclusion of the lower level of the Cody Firearms Museum in its renovation. We enter the fourth and final year of the campaign determined to fund current Center priorities and excited about continuing to engage new donors for the future.

Donors large and small are critical to the Buffalo Bill Center of the West. Without their shared passion for the American West, and their ongoing generosity, the Center would not be the cultural gem that it is. To all of them, we say a sincere "Thank you!" And to everyone else, we say "Join us!"

CENTENNIAL CIRCLE

\$100,000 and above

Barron G. Collier II
Geraldine W. & Robert J. Dellenback
Foundation
Nancy-Carroll Draper Charitable
Foundation
Anne & Charles Duncan
The Duncan Fund
Google Grants
William Randolph Hearst Foundation
J Bar 9 Ranch
Paul H. Klingenstein & Kathleen R. Bole
David & Alexia Leuschen
National Endowment for the Humanities
James E. Nielson Family
Jim Nielson & Anne Young
Jonathan Fairbanks Richards
Sage Creek Ranch
Shiebler Family Foundation
Naoma Tate & the Family of Hal Tate
Paul W. Taylor
Timney Triggers LLC
The Tucker Foundation
Robert W. Woodruff Foundation

SPIRIT OF THE AMERICAN WEST CIRCLE

\$25,000 – \$99,999

The Anschutz Foundation
Dan & Mary Armour
Dr. Jerry Asher in memory of Barbara Asher
Blank Family Foundation
Paul & Judy Cali
Cody Country Chamber of Commerce
Bill Foxley

William C. Garlow
Mr. & Mrs. Walter F. Goodman Jr.
Hunt Consolidated Inc.
S.K. Johnston Family Fund
Marv & Jane Kaiser
Patrick & Hilary McDonald
Leonard H. McIntosh Foundation
Carol McMurry & Patrick Spieles
Linda Spencer Murchison &
Reid Murchison
National Endowment for the Arts
Olin Corporation Charitable Trust
Park County Travel Council
Chris & Debbie Paulsen
K.T. Roes Trust
Rusty & Deborah Rokita
Mitch & Alice Rouse
Walter C. Snyder
Meredith & John Sullivan &
The Homestead Foundation
Mike & Jane Sullivan
Gretchen Swanson Family Foundation
Mr. & Mrs. A.R. Walje
Ed & Nancy Webster
Lisa & Bill Wirthlin

SCOUT CIRCLE

\$10,000 – \$24,999

Fran & Lenox Baker
Lenox D. Baker Jr. & Frances W. Baker
Foundation
Rotchford Barker
The Alexander Bodini Foundation
R. Harold Burton Foundation
Edwina S. Campbell
Ben & Pat Chapman
Caryl & Roy Cline
Bob & Angela Coe

Community Foundation of Jackson Hole
Edelweiss Endowment
Dewey & Gigi Corley
Bill & Mary Anne Dingus
The William H. Donner Foundation
Fred & Linda Dowd
Jan & Bruce Eldredge
Yolanda Evert
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Traveling desk, mahogany,
ca. 1898 – 1905. 1.69.1788

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