



**Culture Builds Communities:  
Improving Stewardship, Expanding Collections, and Developing Cultural Facilities**

**BACKGROUND:**

The Association of Tribal Archives, Libraries, and Museums (ATALM) received \$250,000 in funding from the Institute of Museum and Library Services to provide training and resources to assist five Native communities plan and design cultural facilities. ATALM is working with planners, architects, designers, and other experts to provide professional training, resources, and consultations. With additional funding of \$160,000 from the National Museum of the American Indian and the Margaret A. Cargill Philanthropies we were able to increase the cohort size to nine communities.

**PROJECT ACTIVITIES**

The project is:

1. Supporting nine Native communities seeking to build cultural centers, including site visits to recently built cultural centers in Oklahoma and access to a team of expert grant writers, planners, and architects;
2. Providing a research trip to Washington, DC for Cohort members to work with the NMAI, the Natural History Museum, and other collecting institutions holding Native materials to identify culturally specific items held in the collections and learn more the loan process. This site visit will help Cohort members better understand facility requirements which will help them in the design activities, will help them envision future exhibit possibilities, and will build relationships between Cohort members and collecting institutions.
3. Developing a Resource Directory of Professional Contractors and Consultants; and
4. Developing Case Studies on a minimum of 10 cultural facilities built within the last 20 years. Case Studies will include lessons learned, design parameters, exhibit information, programming, and other information that Native communities may reference when seeking to build facilities, create exhibits, and engage the community.

**PLANNING HISTORY**

This project originates from a 2012 national needs assessment of tribal cultural institutions<sup>1</sup> that found 77% of existing facilities are inadequate and 48% of Native communities are planning to build or improve facilities. Subsequent studies<sup>2</sup> and conversations with tribal cultural leaders found that a more in-depth approach is needed, along with access to more resources, on demand learning opportunities, access to a network of communities who have experience with building cultural facilities as well as those seeking to, and the ability to consult with professional planners, architects, and builders. In mid-2018, ATALM commenced discussions with an advisory group of tribal leaders and community members who have served on construction committees, as well as planners, architects, and builders who are responsible for the construction of state-of-the-art cultural centers in well-resourced Native communities. With their help, plans for the professional development activities described below were formulated.

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<sup>1</sup> Miriam Jorgensen, 2012. Sustaining Indigenous Culture: The Structure, Activities, and Needs of Tribal Archives, Libraries, and Museums. Oklahoma City, OK: Association of Tribal Archives, Libraries, and Museums. [http://www.atalm.org/sites/default/files/sustaining\\_indigenous\\_culture.pdf](http://www.atalm.org/sites/default/files/sustaining_indigenous_culture.pdf) (Page 20)

<sup>2</sup> 2018 study

## PROJECT ACTIVITIES

Following a national call for applications, over 40 were received, from which nine communities were selected:

- Chilkoot Indian Association, Haines, AK
- Chickaloon Village Traditional Council, Chickaloon, AK
- Hoopa Tribal Museum, Hoopa, CA
- Hopi Tribe Kykotsmovi, AZ
- Leech Lake Band of Ojibwe, Cass Lake, MN
- Little Big Horn College, Crow Agency, MT
- Mescalero Apache Tribe, NM
- Pawnee Nation of Oklahoma, Pawnee, OK
- Port Gamble S'Klallam Tribe, Kingston, WA

Each community may send two members to training.

During the application process, each community was asked questions that helped the review committee determine the applicant's level of readiness and need, for example, what plans are already in place? Is there a designated group already working on plans for the new facility? Has any funding been secured? Successful applicants were from tribal communities that are committed to breaking ground on a new facility no later than 2023, have identified one or more building sites, and demonstrated the commitment of tribal leadership through an official resolution or letter of intent. Applicants were evaluated on the strength of the planning teams designated to participate in the program, with extra points added if an elected tribal leader is included.

All members within each tribal community team are expected to participate in webinars, complete assignments intended to keep the planning process moving forward, participate in monthly status checks, attend a three-day research trip to Washington DC, a four-day site visit to recently-built cultural centers in Oklahoma, participate in additional training at the annual ATALM conference, and participate in evaluating the project. Participants will have access to the professional planners, designers, and architects that are a part of the project team, as well as members of the National Advisory Council who will also serve as mentors to the cohort.

After each webinar or workshop, community team members will be asked for changes related to knowledge level, interest level, and confidence level in applying what they learned. At the conclusion of the project, cohort members will be asked if their community is better prepared to build a cultural facility, engage with the community, share knowledge and resources, and address the cultural needs of the community. Performance indicators will be determined by the number of cohort team members completing the project and delivering assignments. A longer-term indicator that may not be possible to determine over the life of the project will be the number of cultural facilities constructed.

Cohort members will be supported with the following activities:

- **Webinars:** Cohort team members will participate in nine preparatory webinars of 60 minutes each. Webinars consist of “Community Engagement: Identifying Purpose, Needs, and Resources”; “Establishing a Timeline: From Conception to Completion”; “Introduction to Planning”; “Developing Public and Private Capital Resources”; “Working with a Design Team/Architect”; “Project Management”, “Design and Construction Budgeting”, and “Construction Management”. Webinars will have “take home” assignments. For example, following the first workshop on community engagement, participants must use the tools provided to assemble a working group to help steer the process of building a cultural facility. All webinars will be recorded and added to the on-demand learning resources available on the website.

- Training and Site Visits: From May 27-June 4 (postponed due to COVID-19), a research trip will take place in Washington DC to enable participants to gain a better understanding of museum object loans and facility requirements, followed by site visits to cultural centers in Oklahoma (see attachment). Oklahoma is home to new cultural centers that were built or renovated in the last ten years and represent small, medium, and large facilities. Members of the project team will be in attendance to provide instruction and consultations. They will be joined by other subject area experts. Cohort members also will attend the three-day International Conference of Indigenous Archives, Libraries, and Museums where they will participate in 24 hours of training and visit a local tribal cultural center. Day-long workshops will be provided on Exhibit Development and Design; Operating a Cultural Facility; and Revenue Streams for Sustainability. Cohort members will participate in an evaluation of all activities that take place during the week.
- Case Studies: To help communities learn from the experiences of others who have constructed facilities in the last 10 years, 10 case studies will be conducted. Information collected will include mission, governance, timelines, background, architect, design concept, building layout, structural features, building components and systems, renderings, photographs, builder, funding, budgets, exhibits, staffing, sustainability measures, operations, major programs, challenges, and lessons learned. Case studies will begin with the museum/cultural centers that are part of the site visits, followed by model facilities in areas not within the boundaries of the three identified states. Case studies will be evaluated at the end of the project. Cohort members will be asked if they are useful and what additional information could be included to make the case studies more helpful.
- Online Toolkit: To disseminate resources and provide on-demand training during and after the project, ATALM will host a dedicated area on its website that will provide free access to useful resources on Community Engagement, Planning, Governance, Funding, Project Management, Exhibition Planning, Programs, Case Studies, and Resources. A Google Group or some form of group communication will be established. Web tracking software will help establish usage and surveys will help evaluate usefulness.
- Directory of Experts: The website will feature an area where planning consultants, architects, construction companies, exhibit designers and fabricators, and other experts can upload information. To be included in the directory, all experts must have experience working with Native communities.
- Architectural Concepts: To enable cohort members to experience the process of designing a cultural facility, a team of architects will engage members in an exercise to develop an actual plan that is customizable to the needs/cultural aspirations of individual Native communities. In addition to providing experience for the cohort members, the existence of the customizable plans may help communities accelerate construction while reducing expenses and increasing productivity. Cohort members will evaluate if this aspect of the project is useful and if participation added to their body of knowledge. The architect consultants will evaluate if the concept is feasible and make recommendations for adding to the collection of plans, if the performance measures indicate this is a viable activity.

## TIMELINE

February 1 – Planning commences for webinars, instructors recruited, curriculum planned, schedule finalized

March 1 – Cohort applications reviewed and 9 communities selected

April - December – Webinars commence

August or September – Research trip to Washington DC and site visit tour of Oklahoma Cultural Centers

March 1-December 30 – Online toolkit resources identified, formatted, and uploaded to website

April 1- December 30 – Cohort works on planning assignments

December – Evaluation report submitted to NMAI and IMLS

## STAFF, LEADERSHIP, VOLUNTEERS, AND CONSULTANTS

National Leadership Council members are **Claudia Arnold**, Vice-Chancellor, Pepperdine University; **Jeanne Brako**, Curator (retired), Fort Lewis College; **Jameson Brandt**, Coordinator, Canadian Museum of Civilization; **Sven Haakanson**, Burke Museum; **LaDonna Harris**, President, Americans for Indian Opportunity; **John Haworth**, Director Emeritus, NMAI New York; **Traci Morris**, Director, American Indian Policy Institute, Arizona State University;

**Sherelyn Ogden**, Conservator, Minnesota Historical Society; **Jennifer O'Neal**, University Historian and Archivist, University of Oregon Libraries; **Lotsee Patterson**, Professor Emerita, University of Oklahoma; **James Pepper-Henry**, Director, American Indian Cultural Center and Museum/Oklahoma City; **Tim Tingle**, Author, Storyteller; and **Della Warrior**, Director, New Mexico Museum of Indian Arts and Culture. The National Leadership Council has been in place since 2007. Requisite to serving on the Council is experience with providing services to the tribal library, museum, or archive field. Members have experience in collaborative programming, knowledge of current issues affecting American Indians in general, and cultural organization issues specifically. They also have broad-based professional contacts that help identify presenters and promote the project activities. Members serve on at least one sub-committee, serve as liaison to tribes within their areas, and provide general oversight to the project.

National Planning Council members, specific to this project, will help promote the project to constituent groups, evaluate cohort applications, serve as mentors to the participants, provide professional development webinars and programs, and assist in evaluating the effectiveness of the project.

Professional Consultants, listed below, will be responsible for providing resources, training, and consultations for the cohort. Confirmation emails committing to the scope of work and discounted fees are on file.

**Architectural Design, Master Planning, and Exhibit Design** - Three award winning architects, all experienced with planning and designing cultural centers for Native communities, will help guide pre-design planning, cultural and aesthetic visioning, master planning, and exhibit design. Each brings unique strengths to the project. All will contribute to the development of the customizable stock cultural center plans.

- **Shawn Evans, AIA.** Shawn, who has been a part of ATALM training programs since 2013, is Principal of Atkin Olshin Schade Architects, a 22-person architecture firm in Santa Fe and Philadelphia. In addition to leading both architectural and planning projects, Shawn is Director of Preservation and Cultural projects. He has led tribal projects at the Pueblos of Ohkay Owingeh, Santo Domingo, San Ildefonso, Cochiti, Picuris, Isleta, Jemez, Laguna, and Zuni in NM, the Chippewa Cree in ND, and the White Mountain Apache in AZ. He has led master plans for many large and complex historic sites and institutions, including the Penn Museum and Cherokee Castle in CO, Ohkay Owingeh in NM, and Ft. Apache in AZ. He has received training in the planning and design of collections environments and has overseen collection projects at the Department of the Interior Museum, Penn Museum, Wesleyan University Museum, and the current renovations at the Palace of the Governors in Santa Fe, a National Historic Landmark. He has taught architectural design and historic preservation at the University of New Mexico, Temple University, and the University of Pennsylvania. Nationally recognized as a leader in historic preservation, he has spoken at numerous regional and national preservation, tribal and museum conferences, and is the current vice-president of the New Mexico Heritage Preservation Alliance. He is a James Marston Fitch Fellow, through which he collaborated with Pueblo tribes on a study of their contemporary preservation practices. He has consulted on more than 100 buildings on the various historical registers including 88 National Register buildings, 12 National Historic Landmarks, and two Save America's Treasures projects. In addition to his work on Exhibits and Master Planning, Shawn will participate in the architectural planning activities with Dee Rendon and his team of supporting architects.
- **Sam Olbekson** has more than 20 years of experience as an interdisciplinary designer, working successfully with Native American clients on dozens of culturally significant planning and design projects throughout Indian Country. Sam is known as a progressive and inventive design thinker and strives to help communities uncover respectful and innovative approaches to honor tribal culture without relying on stereotypical design clichés. An enrolled member of the White Earth Band of Minnesota Ojibwe, Sam is one of the few Native Americans practicing both tribal master planning and culturally sensitive architectural design. He brings the unique perspective of a tribal member who grew up in Native communities, both on and off the reservation, with a Master of Architecture in Urban Design from the Harvard Graduate School of Design as well as a Bachelor of Architecture from Cornell University. Sam's extensive experience working from big picture conceptual visioning down to the smallest construction details of individual buildings allows him to offer comprehensive design guidance based on proven strategies for overall project success. Sam serves a wide

range of non-profit and cultural organizations that build the foundations for successful Native urban and reservation communities. He currently serves as president of the board of directors for the Minneapolis American Indian Center, board chairman for the Native American Community Development Institute, and board vice president for the American Indian Council of Architects and Engineers.

- **Dee Rendon**, AIA, LEED AP BD+C is Studio Director at WORTHGROUP, an award-winning architectural and design firm based in Denver, Colorado. Mr. Rendon is the architect of the Shakopee Cultural Center and Museum in Minnesota, which is now under construction. Mr. Rendon's portfolio includes such design achievements as Disney's Wilderness Lodge – Orlando, FL, Disney's Grand Californian Hotel – Anaheim, CA, One Lincoln Park – Denver, CO, Bell Tower – Denver, CO, Dubai Marina Tower – Dubai, UAE, Schwab Corporate Campus – Lone Tree, CO, The Seasons of Cherry Creek Apartments, Denver CO, Vail's Front Door-Spa and Residences – Vail, CO, the Ralph Carr Justice Center- Colorado Supreme Courthouse- Denver, CO and the Benson Earth Sciences- CU School of Geology – Boulder, CO. Having worked with tribal communities to plan and build cultural centers, Mr. Rendon understands the cultural considerations, the varying economic conditions, and the need for projects that can be scaled to meet the needs of the community.

**Case Studies** will be conducted by **Karen Coody Cooper** (Cherokee), who has 35 years as a museum professional, starting in a small Connecticut museum followed by stints in city and state museums, to managing the museum training programs of the National Museum of the American Indian. Upon retiring, Karen returned home to work in the Cherokee Heritage Center. She co-authored a book on Native museums entitled *Living Homes for Cultural Expression* and authored *Spirited Encounters: American Indians Protest Museum Policies and Practices*, which included four tribal museum case studies.

**Community Outreach** activities will be led by Ernestine Berry, a member of the United Keetoowah Band of Cherokee Indians in Oklahoma (UKB). Ernestine is the founding director of the UKB John Hair Cultural Center and Museum, Archive and Research Library. Berry is the official Tribal Historian conducting and collecting tribally-related research over the past thirty years. Ernestine is experienced with all phases of developing a cultural center, including accessing Indian Development Block Grant Funding, engaging the community, working with architects and construction crews, exhibit development, and sustaining operations. Additional members will be added to the Community Outreach team as the project evolves.

**Strategic Planning** activities will be led by **Arthur H. Wolf**, a long-time presenter at ATALM conferences on the subject of building tribal museums. Art has worked extensively with tribal communities to develop strategic plans, as noted in the attached resume. Art has been deeply involved in all aspects of planning, collecting, interpreting, fund raising and building high quality facilities, exhibits and programs. Many of the institutions he has worked with have been recognized for their excellence and accessibility to audiences of all cultures and ages. In 2004 he created WOLF Consulting based on his years of experience and service as a respected and trusted museum leader. WOLF Consulting is dedicated to assisting museums and other cultural organizations in defining and achieving their missions. Art receives high marks from clients for his thorough research, active listening, facilitation and planning skills, thoughtful analysis of potentials, and focused recommendations in organizational assessments and studies. Mr. Wolf holds a B.A. degree in Anthropology from the University of Nebraska-Lincoln and an M.A. Degree in Anthropology and Museum Studies from the University of Arizona. His broad experience in service to the museum profession includes a term on the American Alliance of Museums Board of Directors (Vice-Chair, 1994-96) and the Board of ICOM-US (1980-82) which serves as America's national committee for the International Council of Museums. He also served on the AAM Accreditation Commission from 1997-2003, where he participated in the review of nearly 850 institutions. He now serves as a senior Accreditation Visiting Committee member. Art's commitment to high standards and best practices includes bringing three institutions to their initial national accreditation and one to subsequent accreditation. He also served a term as Vice-President of the Association of Science Museum Directors, and has been a frequent reviewer and panelist for both government (NEA, NEH, NSF, IMLS) and private foundation grant programs. Art has also served as a thesis director for students in the Harvard University ALM in Museum Studies program, and is a mentor to two generations of museum workers. He was

recognized in 2012 by the Mountain-Plains Museums Association with the Hugo G. Rodeck Award for Excellence in Museums.

**Resources and Tools** will be guided by **Bob Herskovitz**, co-author of “Building Museums: A Handbook for Small and Midsize Organizations.” The book is an indispensable tool for renovating and building small and midsize museums, and is usually the first resource communities turn to when starting to plan new facilities. Bob has over 40 years of experience as a museum objects conservator, first for the Arizona Historical Society and then the Minnesota Historical Society. In addition to his work in conservation, Bob has years of experience with museum projects large and small, which gives him a deep understanding of the process of museum construction, which he can speak to in detail. His expertise will help the cohort in the planning and construction process.

## PROJECT STAFF

**Susan Feller**, President/CEO, worked at the Oklahoma Department of Libraries from 2002 to 2015. While there, she served as the Director of the Oklahoma Cultural Heritage Trust, the Director of the Oklahoma Endowment for Reading and Literacy, and the Director of the Oklahoma Historical Records Advisory Board, in addition to being responsible for all IMLS-funded tribal programs. While at the Department of Libraries, Susan raised millions of dollars in support of archives, libraries, and museums and planned over 300 training programs. Upon leaving the Department of Libraries in 2015, Susan became President & CEO of ATALM where she directs the national professional development programs, serves on numerous national committees and commissions, and participates in the collection and interpretation of data relevant to the needs of Native communities. For this project, she is responsible for overall project direction, including identifying and recruiting professional consultants, identifying resources, working with consultants and program presenters on program planning, recruiting speakers, marketing, graphic design, and securing financial resources not covered by the IMLS grant.

**Melissa Brodt**, Director of Programs, began working on the IMLS-funded tribal projects in 2007 as project administrator. Ms. Brodt will manage daily project activities, including working with cohort members on tracking their activities, assisting them with travel arrangements, arranging for site visits, booking hotels, overseeing contracts, maintaining databases, organizing committee/consultant activities, arranging webinars, producing reports, managing financial operations, overseeing web site content, and helping to develop the web-based resources.

## INTENDED RESULTS

Project activities will enable tribal communities to improve collections stewardship while gaining the knowledge and experience needed to accelerate the construction of cultural facilities. Costs should be lowered, planning enhanced, and cultural needs addressed in an efficient manner. In the long-term, the project has the potential to benefit any size community, native or non-native. The project will provide freely available resources, tools, services, and models that may be replicated, adapted, or scaled.

## TANGIBLE PRODUCTS PRODUCED

- A minimum of nine on-demand training modules.
- An online toolkit with resources related to planning, designing, building, an operating cultural facilities.
- A directory of planners, architects, builders, suppliers, and exhibit designers
- A minimum of three architectural concepts/plans that may be tailored to the needs of communities
- A minimum of 10 Case Studies of facilities built in the last 10 years

**WEBINAR SCHEDULE (as of 4/28/20)**

<b>Date</b>	<b>Title</b>	<b>Presenter</b>
Wednesday, April 8, 1:00PM CDT	First Steps when Planning a Tribal Museum or Cultural Center	Arthur Wolf
Wednesday, April 15, 1:00 PM CDT	Pathways to Success: Developing a Strategic Plan	Arthur Wolf
Wednesday, April 22, 1:00 PM CDT	The Design Planning and Building Process	Dee Rendon
Wednesday, April 29, 1:00 PM CDT	Selecting and Working with Architects and Contractors	Shawn Evans
Wednesday, May 6, 1:00 PM CDT	Connecting Your Programing Needs with Your Building	Shawn Evans
Wednesday, May 13, 1:00 PM CDT	Site Selection, Analysis, and Design	Samuel Olbekson
Wednesday, May 20, 1:00 PM CDT	Indigenous Architecture: Developing the Design	Samuel Olbekson
Wednesday, June 17, 1:00 PM CDT	The Contemporary Museum: Sustainability and Economic Impact of Design	Dee Rendon
Wednesday, June 24, 1:00 PM CDT	Garnering Support: Conducting Surveys and Other Community Engagement Activities	Arthur Wolf
Wednesday, July 8, 1:00 PM CDT	Bringing Cultural Materials Home	Bruce Bernstein
Wednesday, July 22, 1:00 PM CDT	Integrating and Indigenizing Operations for a New Facility	Bruce Bernstein

**WASHINGTON DC RESEARCH TRIP AND OKLAHOMA CULTURAL CENTERS SITE VISIT TENTATIVE AGENDA**

**TRIP HAS BEEN POSTPONED DUE TO COVID-19. IT IS ANTICIPATED TRIP WILL TAKE PLACE IN AUGUST OR SEPTEMBER, DEPENDING ON THE COHORT'S ABILITY TO TRAVEL.**

<b>Date</b>	<b>Time</b>	<b>Activity</b>	<b>Location</b>	<b>Address</b>	<b>Notes</b>
Wednesday, May 27 <sup>th</sup>	All Day	Cohort members fly into Washington DC			
Thursday, May 28 <sup>th</sup>	All Day	Cohort members visit National Museum of the American Indian and National Museum of Natural History			
Friday, May 29 <sup>th</sup>	All Day	Cohort members visit National Museum of the American Indian and National Museum of Natural History			
Saturday, May 30 <sup>th</sup>	All Day	Cohort Members fly into Oklahoma City airport from Washington DC and go to Oklahoma City hotel for night	Hotel TBD		
Saturday, May 30 <sup>th</sup>	6:30PM	Dinner with Cohort	TBD		

Sunday, May 31 <sup>st</sup>	8:00AM	Breakfast with cohort	Hotel TBD		
Sunday, May 31 <sup>st</sup>	9:00AM	Check out of hotel and load bus.			
Sunday, May 31 <sup>st</sup>	9:30-10:00AM	Travel to First Americans Museum	First Americans Museum	659 American Indian Blvd., Oklahoma City, OK 73129	
Sunday, May 31 <sup>st</sup>	10:00AM-2:30PM	First Americans Museum tour, programming and lunch on-site	First Americans Museum	659 American Indian Blvd., Oklahoma City, OK 73129	
Sunday, May 31 <sup>st</sup>	2:30PM	Load Bus	First Americans Museum	First Americans Museum	
Sunday, May 31 <sup>st</sup>	2:45-3:30PM	Travel to Grand Casino. Stay Night.	Grand Casino	777 Grand Casino Blvd. Shawnee, OK 74804	
Sunday, May 31 <sup>st</sup>	6:30PM	Dinner at Grand Casino	Grand Casino	777 Grand Casino Blvd. Shawnee, OK 74804	
Monday, June 1 <sup>st</sup>	7:00-8:00AM	Breakfast with cohort	Grand Casino	777 Grand Casino Blvd. Shawnee, OK 74804	
Monday, June 1 <sup>st</sup>	8:00AM	Check out of Grand Casino and travel to Citizen Potawatomi Nation Cultural Heritage Center			
Monday, June 1 <sup>st</sup>	8:20-8:35AM	Drive to CPN Cultural Heritage Center	Citizen Potawatomi Nation Cultural Heritage Center	1899 South Gordon Cooper Dr. Shawnee, OK 74801	
Monday, June 1 <sup>st</sup>	8:45AM-Noon	Tour CPN Cultural Heritage Center	Citizen Potawatomi Nation Cultural Heritage Center	1899 South Gordon Cooper Dr. Shawnee, OK 74801	
Monday, June 1 <sup>st</sup>	Noon-12:15PM	Drive to The Tomato Patch Café	The Tomato Patch Café	302 North Broadway, Tecumseh, OK 74873	
Monday, June 1 <sup>st</sup>	12:15-1:45PM	Lunch	The Tomato Patch Café	302 North Broadway, Tecumseh, OK 74873	
Monday, June 1 <sup>st</sup>	1:45-3:00PM	Drive to Artesian Hotel, Casino & Spa. Stay the night.	Artesian Hotel	1001 W. 1 <sup>st</sup> St., Sulphur, OK 73086	
Monday, June 1 <sup>st</sup>	6:30PM	Dinner at Artesian Hotel	Artesian Hotel	1001 W. 1 <sup>st</sup> St., Sulphur, OK 73086	



Tuesday, June 2nd	8:00-9:00AM	Breakfast with cohort	Artesian Hotel	1001 W. 1 <sup>st</sup> St., Sulphur, OK 73086	
Tuesday, June 2nd	9:15AM	Check out of Artesian Hotel begin loading bus for Chickasaw Cultural Center	Artesian Hotel	1001 W. 1 <sup>st</sup> St., Sulphur, OK 73086	
Tuesday, June 2 <sup>nd</sup>	9:45AM	Bus departs for Chickasaw Cultural Center	Chickasaw Cultural Center	867 Charles Cooper Memorial Rd. Sulphur, OK 73086	
Tuesday, June 2nd	9:45-10:00AM	Drive to Chickasaw Cultural Center	Chickasaw Cultural Center	867 Charles Cooper Memorial Rd. Sulphur, OK 73086	
Tuesday, June 2nd	10:00AM-Noon	Tour Chickasaw Cultural Center	Chickasaw Cultural Center	867 Charles Cooper Memorial Rd. Sulphur, OK 73086	
Tuesday, June 2nd	Noon-1:30PM	Lunch	Aaimpa Café-Chickasaw Cultural Center	867 Charles Cooper Memorial Rd. Sulphur, OK 73086	
Tuesday, June 2nd	1:30-3:00PM	Tour Chickasaw Cultural Center	Chickasaw Cultural Center	867 Charles Cooper Memorial Rd. Sulphur, OK 73086	
Tuesday, June 2 <sup>nd</sup>	3:15PM	Bus departs for Choctaw Casino and Resort	Choctaw Casino and Resort	4216 S. Hwy 69/75 Durant, OK 74701	
Tuesday, June 2nd	3:15-4:45PM	Drive to Choctaw Casino and Resort	Choctaw Casino and Resort	4216 S. Hwy 69/75 Durant, OK 74701	
Tuesday, June 2nd	6:30PM	Dinner at Choctaw Casino and Resort	Choctaw Casino and Resort	4216 S. Hwy 69/75 Durant, OK 74701	
Wednesday, June 3rd	7:30-8:30AM	Breakfast with cohort	Choctaw Casino and Resort	4216 S. Hwy 69/75 Durant, OK 74701	
Wednesday, June 3rd	8:45AM	Check out of Choctaw Casino and Resort and travel to Choctaw Cultural Center			
Wednesday, June 3rd	8:45-8:55AM	Drive to Choctaw Cultural Center	Choctaw Cultural Center		
Wednesday, June 3rd	9:00AM-Noon	Tour Choctaw Cultural Center	Choctaw Cultural Center		

Wednesday, June 3 <sup>rd</sup>	12:00 Noon	Bus loads for Choctaw Nation Headquarters	Choctaw Nation Headquarters	1802 Chukka Hina Durant, OK 74701	
Wednesday, June 3 <sup>rd</sup>	12:00-12:15PM	Bus travels to Choctaw Nation Headquarters for lunch	Choctaw Nation Headquarters	1802 Chukka Hina Durant, OK 74701	
Wednesday, June 3 <sup>rd</sup>	12:30-2:00PM	Lunch	Choctaw Nation Headquarters	1802 Chukka Hina Durant, OK 74701	
Wednesday, June 3 <sup>rd</sup>	2:00PM	Load bus for Oklahoma City hotel	Choctaw Nation Headquarters	1802 Chukka Hina Durant, OK 74701	
Wednesday, June 3 <sup>rd</sup>	2:15PM	Bus departs for Oklahoma City			
Wednesday, June 3 <sup>rd</sup>	5:00PM	Bus arrives at Oklahoma City Hotel	TBD-Possibly Four Points by Sheraton Oklahoma City Airport	4708 W I 40 Service Rd, Oklahoma City, OK 73128	
Thursday, June 4 <sup>th</sup>	All Day	Cohort members fly out of Oklahoma City Will Rogers World Airport			