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Making History in Missouri: The Missouri Civil War Museum

By Gary Stevens, Missouri Civil War Museum

A unique preservation project is nearing completion at the Jefferson Barracks Historic Site in St. Louis County. The Missouri Civil War Museum (MCWM) organization was incorporated in 2002 as a 501(c)(3) educational institution to establish a new museum and library dedicated to Missouri's role in the American Civil War. The site at Jefferson Barracks was chosen because of the opportunity to save a historic building from demolition and for its military significance.



The Missouri Irish Brigade of Civil War Re-enactors at the Missouri State Capitol on November 11, 2011. Photo courtesy of the Missouri State Museum.

The 1905 Post Exchange Building had been essentially abandoned since 1946 and it was suffering from decades of neglect and decay. Jefferson Barracks, founded in 1826, is the oldest active military installation west of the Mississippi River. Some 220 Civil War
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Civil War Missouri: A House Dividing

*By Linda Endersby, Missouri State
Museum*

On Nov. 11, 2011, the second phase of "Civil War Missouri: A House Dividing" opened at the Missouri State Museum in Jefferson City. The main exhibit opened May 10, 2011, but every six months

museum staff rotate new artifacts into the exhibit, including seven new Missouri Civil War battle flags each time. For this second phase, there is a flag and other artifacts from the 7th Regiment Missouri Infantry, the "Irish." As part of the November 11 debut, the Missouri Irish Brigade of Civil War Re-enactors participated and provided not only drills but also displays and living history stations on sutlers, the sanitary commission, the Civil War soldier, and a school of the Civil War soldier – where kids of all ages could learn to drill.

The central portion of the exhibit is entitled "War is Personal" and focuses on the stories and words of Missourians. Thus, many of the artifacts displayed have interesting stories attached. For example, one of the new artifacts is a double-barrel shotgun that belonged to Samuel Van Dover of Fenton, Mo. According to his family, Van Dover hid three guns, including this one,
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Nominate Your Organization for an Award!

The American Association for State and Local History is seeking nominees for its 2012 Leadership in History Awards program. AASLH's awards program honors excellence achieved by organizations from across the country in the following areas:

- Projects, including programming, civic engagement, exhibitions, and restoration projects
- Individual achievement
- Organizational general excellence
- Publications

Applicants can self-nominate or nominate another project or organization. Organizations of all sizes are encouraged to apply!

The deadline for nominations is March 1, 2012. For more information visit http://www.aaslh.org/aaslh_awards.htm or contact Mary Beth Brown at 573-489-4863 orbromary@missouri.edu.

Learning From Each Other at the 2011 MAMA/MHC Joint Conference

By Geoff Giglierano, Missouri Humanities Council

In October a diverse group of people representing a variety of institutions and organizations met at a conference jointly sponsored by the Missouri Association of Museums and Archives and the Missouri Humanities Council. While the presentations were enjoyable—and hopefully, useful—it may be argued that the most valuable aspect of the event was that it represented an opportunity for people from different backgrounds and circumstances to meet and talk and to share ideas and experiences. The process was very much the proverbial “two-way street,” as the questions and conversations, as well as the presentations, enabled all of us who attended to learn something from each other.

It is important to keep in mind, that although there are certain elements of our work in museums and archives that do have definite rules and standard practices that apply to all of us across the board, there are certain issues that cannot be addressed with a convenient “one size fits all” solution. While matters such as development, fiscal responsibility and management, care of collections, and ethics must essentially be dealt with in similar ways by all of us, our responses to other concerns have to be shaped to fit the unique characteristics and strengths of each organization.

We all are looking for answers to these other questions: how should our programming be designed, how can we best attract and engage our audiences, how can we make our exhibits effective and engaging, how can we effectively utilize new technology, and how do we plan for sustainability and to manage the growth of our facilities and our resources. Although we are asking similar questions, to a great extent, they all have different answers that are shaped by the different communities we are part of, the different people we work with, and even the different stories that we have to preserve and share. There is no single answer that is going to work in every situation for every institution. Yet at the same time, the best source for the pieces and ideas from which we can craft our unique solutions is each other.

Regardless of the size and nature of the organizations we work with, we do all face similar challenges. More than likely someone else's approach would not be exactly right for your institution. Nonetheless, looking at what they do, talking to them about how they are facing our shared challenges can give you ideas, or inspiration, or ignite the spark that will help you achieve your goals. And a good place to do that will be the next joint MAMA/MHC conference we are already beginning to plan for 2012. We hope you will be able to join us for that next set of conversations.



The Missouri Association for Museums and Archives

is a non-profit organization for:

- public and private institutions, such as state and local historical societies, archives, libraries, museums (science, art, history, children's, etc.), historic sites, and national and state parks,

- paid staff members,

- unpaid staff members,

- board members,

- and friends of these organizations.

The purpose of the Missouri Association of Museums and Archives, a non-profit organization, is to encourage communication, cooperation and collaboration among museums, archives, historical societies, libraries and all persons who desire to affiliate with said organizations in the State of Missouri.

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Linda Endersby, far left, Acting Director of the Missouri State Museum and MAMA treasurer, leads a discussion during the “Building a Meaningful Collection” workshop in November. Photo courtesy of the Missouri State Museum.

MAMA and Missouri State Museum Co-sponsor Workshop

By Linda Endersby

This past November, MAMA and the Missouri State Museum co-sponsored the first in a series of workshops to be offered for staff and volunteers of Missouri's museums, historic sites, archives, and related organizations.

“Building a Meaningful Collection” was held at Jefferson Landing State Historic Site in Jefferson City. The workshop focused on ways to build, maintain, and improve collections by focusing on collections “scope.” Limited resources available for collections preservation and storage can be used more effectively with a well-defined scope, with which you can choose significant objects to help tell your story rather than just taking everything that is offered.

Materials for the workshop were based on recommendations from the Standards and Excellence Program for History Organizations (StEPs). The Association for State and Local History has developed a series of workshop curriculum packages available free of charge to state museum associations and other service providers. Funding for the project is through a grant from IMLS.

Additional workshop topics available for presentation include “Money Matters” (better budgets for small institutions), “Understanding Audiences and Visitors,” and “Charting Your Organization's Course for the Future” (strategic planning). Two new curricula will be available in 2012; one will focus on meeting museum needs in historic houses and the other on strengthening exhibits and programs through compelling stories.

If you are interested in attending a workshop on one of the above topics, please contact MAMA Board Member Linda Endersby at Endersby@missourimuseums.org. In addition, if you are willing to bring together staff and volunteers from organizations in your area, we can bring a workshop to you!

HELPFUL RESOURCES

Publications, Training and Other Information

American Association for Museum Volunteers www.aamv.org

American Association for State and Local History www.aaslh.org

American Association of Museums www.aam-us.org

Association of Midwest Museums www.midwestmuseums.org

Campbell Center www.campbellcenter.org

Council of State Archivists www.statearchivists.org

Midwest Archives Conference www.midwestarchives.org

Museum Store Association www.museumstoreassociation.org

National Association of Government Archives and Records Administrators www.nagara.org

Society of American Archivists www.archivists.org

Assessment Programs

Conservation Assessment Program (CAP) www.heritagepreservation.org

Museum Assessment Program (MAP) www.aam-us.org

Standards and Excellence Program for History Organizations (StEPs) www.aaslh.org

Ongoing Grant Programs

Federal Grants Portal www.grants.gov

Heritage Preservation www.heritagepreservation.org

Institute of Museum and Library Services www.ims.gov

National Endowment for the Arts www.arts.endow.gov

National Endowment for the Humanities www.neh.fed.us

The Old Time Medicine Show: A Brief History

By Sanford Lee

Across the United States, one of the most popular forms of entertainment in the 19th Century was the “medicine show,” a unique combination of divertissement, demagoguery, and hokum. Although it is often perceived as a purely American phenomenon, its roots can be traced back to the “mountebank and zany” shows that flourished throughout medieval Europe.

The mountebank made his living peddling pills, ointments, and herbal tonics in village streets. From a small stage, he pitched his products, delivering a pompous speech that claimed untold miracle cures. He drummed up a crowd with the help of a clownish assistant (a zany), who attracted attention with skillful displays of juggling and tumbling. Together, while extolling the



Sanford Lee as Professor B. T. Farquar.
Photo courtesy of Sanford Lee.

marvels of their nostrums, the pair would perform farcical sketches to the delight of their clientele. No doubt, they inspired the Comedia del arte in the 15th Century and perhaps could be considered the ancestors of vaudeville comic teams like Gallagher and Shean, Burns and Allen, and Abbott and Costello.

The American counterpart of the mountebank was a familiar presence throughout the country. No podunk town was too remote for this brazen, nomadic hustler with his pills, potions and lotions. In the early days, the remedies were British imports. By 1860, more than 1,500 American-made patent medicines were being marketed. They were transported in a wide variety of conveyances from simple two-wheeled pushcarts to gaily festooned circus wagons.

Of the 620,000 soldiers who died in the American Civil War, more than two-thirds were victims of disease. The Union Army logged over six million cases of malaria, typhoid, pneumonia, and dysentery (commonly known as the Tennessee Quickstep). Although bacteriology was relatively unknown to camp surgeons at the time, Confederate soldiers were getting close to understanding the concept when they boasted that General Summer would soon come to their aid, bringing diseases, disorders and dreaded diarrhea to their Federal foes.

Army camps on both sides were besieged with a myriad of maladies from bunions to diphtheria. Fortunately, both Johnny Reb and Billy Yank had an ally in an ambulant opportunist. The medicine show huckster could serve up a quick fix for melancholy and boredom, as well as a remedy for every ache, pain, or ailment a poor soldier might endure.

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Civil War Missouri: A House Dividing (continued from page 1)

in a haystack before Union soldiers could confiscate them during a search of his property. Van Dover also hid escaped Confederate prisoners in his home and provided food and medical assistance until they could make their way back to Confederate territory.

The exhibit also features a coverlet woven by Mahala Johnston Denney who lived with her family on Finley Creek in Webster County. According to family history, Mahala’s sister-in-law was weaving a coverlet with the same pattern as this one. When soldiers raided their home, the unfinished coverlet was cut from the loom to be used as a saddle blanket. However, the soldiers left Mahala’s finished coverlet untouched on the bed. The coverlet, along with the story, was passed down through the family.

“Civil War Missouri: A House Dividing” will be open through June 2015. Each May and November, museum staff will place new artifacts on display. For more information, visit www.missouristatemuseum.com or email DSP.State.Museum@dnr.mo.gov.



Photo courtesy of the Missouri State Museum.

Making History in Missouri: The Missouri Civil War Museum (continued from page 1)

generals served there before the war and it was one of the largest hospital complexes in the North or South during the war. There are 16,000 Civil War veterans buried at Jefferson Barracks National Cemetery.

Almost 10 years in the making, the museum is now about 80 percent complete. The project includes a museum in the historic 16,000 square-foot 1905 Post Exchange & Gymnasium Building as well as a 6,000 square-foot research library next door. The library is projected to open 18 months after the museum opens.

In 2002, the MCWM organization began the extensive historic restoration of the Post Exchange Building to save it from destruction and create a new adaptive reuse as a museum. To maintain the building’s historic integrity, the goal of the restoration has been to retrofit new improvements around the building’s original details. Museum staff have used copies of the original blueprints to guide the restoration.



In 2004, construction began on the building by addressing structural issues and restoring the roof. Over the next five years, major interior and exterior restoration work was completed. The interior received a complete makeover consisting of a new floor, and wall and ceiling framing. Electrical, HVAC, plumbing, and fire suppression systems were installed. On the exterior, masonry chimneys and architectural features such as soffits, fascias, and trim were restored and new gutters were installed.

Currently, work on the building’s interior continues. The installation of an elevator is one of the last remaining hurdles. The plaster work is completed on all three floors, and the walls and ceilings have been painted. The beautiful stained glass windows at the center of the grand staircase were re-created and installed. They are replicas of the original stained glass windows, with one minor alteration: the addition of the Missouri state seal.

The MCWM has an impressive collection of artifacts including: guns, swords, flags, cannonballs and bullets, Civil War stamps and currency, musical instruments, medical kits, and much more. Museum staff has started working on the initial exhibits and displays. The museum is projected to open in 2012.

If you would like to learn more about the establishment of the state’s newest Civil War museum and library, please visit www.mcwm.org.



Above: The 1905 Post Exchange and Gymnasium Building at Jefferson Barracks before restoration.

Left: The restoration of the building, which will house the Missouri Civil War Museum, is now 80% complete. Photos courtesy of the Missouri Civil War Museum.

The Old Time Medicine Show

(continued from page 4)

Twenty-two-year-old John A. Hamlin (a Chicago-based entrepreneur) preceded his sales pitch with an impressive display of legerdemain. Other hucksters might offer up minstrel tunes, fire eating, sword swallowing, juggling, dancing, acrobatics or fortune telling. Some pitchmen presented lectures on health, or they might perform free dentistry (the painkiller cost extra).

Their products were many and varied. There were single-purpose remedies like Dr. Sage's Catarrh Remedy (for lung and respiratory conditions), Dr. Jayne's Vermifuge (for tapeworms), Nuxated Iron (for strength and endurance), Dyott's Itch Ointment and Merchant's Gargling Oil (for open sores and insect bites).

Some tonics were touted to relieve a multitude of afflictions. For example, Dr. Greene's Neruva was recommended for nervousness, debility, general weakness, poor blood, kidney and liver complaints, malaria, apoplexy, and St. Vitas Dance.

Many of the patent medicines contained ample amounts of opium, cocaine, codeine and other narcotics. So widespread was their use by soldiers, that physicians dubbed drug addiction as "the army disease."

Although the U.S. Army had abolished liquor rations in 1832, alcohol was freely dispensed through patent medicines, namely bitters and sarsaparilla. Dr. Drake's Plantation Bitters helped relieve nervous disorders, dyspepsia, and bilious complaints. Though it was rum based, the tonic was exempt from whiskey tax.

Many patent medicines contained up to 50% alcohol. One of them, Dr. Warner's Sarsaparilla, was prescribed for blood disorders, general debility, stomach-

liver-bowl-skin diseases, eruptions, boils, pimples, cancerous lesions, syphilitic afflictions, rheumatism, and neuralgia.

Dr. Townsend's Medicinal Sarsaparilla (introduced in 1840 as a blood purifier) was promoted as the "Wonder and Blessing of the Age," as well as "The Most Extraordinary Medicine in the World!" Its ingredients were primarily sarsaparilla root (a member of the lily family) and rye whiskey.

Of course, the army camps weren't the only "plums" for the medicine shows. In the villages and towns far from the cannon's roar, handbills were circulated, advertising "ventriloquial monarchs, mimics, prodigies, serpentine wonders; a performance of the newest songs, brightest jokes, funniest comedies and loveliest assistants!" Folks back home were reminded by the pitchman of the terrific hardships their husbands, sweethearts, brothers and sons were enduring in the name of liberty; and how their suffering might be eased with the gift of a precious tonic!

Did any of these nostrums really work? Apparently, many were as effective as any treatment a licensed physician could prescribe at the time. Despite the serious side effects of some products, thousands of lives were saved.

Survivors of the Seventh New York Volunteers gave grateful testimonials to Dr. Brandreth and his All-Purpose Pills. When two-thirds of the 8th Marines were down with typhoid and dysentery at Tybee Island, a courageous sergeant procured several cases of Radway's Ready Remedy and saved his company.

At the war's end, Americans began moving west, and so did the medicine shows. Patent companies enjoyed a second "boom" with new products ballyhooed by promotional geniuses like P. T. Barnum and Buffalo Bill Cody. The Big Sensation Medicine Company launched an imposing show that featured a cast of thirty performers

under a canvas tent with room for 1,500 potential customers. John Hamlin had been so successful selling his Wizard Oil in army camps, that he was able to finance a fleet of thirty medicine shows, each with a dapper pitchman and a male quartet to entertain the crowd. In 1900, the Kickapoo Indian Oil Company boasted having 200 one-man shows touring the country simultaneously.

In recent time, Hollywood has not exactly represented the medicine huckster in a positive image. He is usually portrayed as a man of dubious character. Remember W. C. Fields in *Poppy* and Professor Marvel in *The Wizard of Oz*? How about Doc Meriweather in *Little Big Man* or the two villains in *Pete's Dragon*?

In truth, most medicine shows marketed legitimate products, including a few that are still around today; Doan's Pills, Carter's Pills, Geritol, Castoria, Bromo-Seltzer, Phillips Milk of Magnesia and Listerine. Many old Indian herbal remedies, once hyped by hucksters, have been rediscovered by both the public and the medical community. They include Chamomile, St. John's Wort, Goldenseal and Echinacea (purple coneflower).

The old medicine shows are gone, but the hucksters are still around. Today, they're known as telemarketers and infomercial spokesmen. But that's another story!

Sanford Lee is a professional actor/musician/magician and amateur historian from Concordia, Missouri (not far from the Battle of Lexington State Historic Site). He has been recreating the role of the mountebank for nearly a quarter of a century. As Professor B. T. Farquar, he has performed at museums, libraries, historic sites, re-enactments, fairs and festivals. His drug awareness program, Bad Medicine, has been successful in teaching junior and senior high school students the history of alcoholism and addiction in America.

Bylaws Checklist

This article is reprinted with permission from Blue Avocado, a practical and readable online magazine for nonprofits. Subscribe free by contacting the Blue Avocado editor or visiting www.blueavocado.org.

The very mention of bylaws in a board meeting is usually met with dread. It typically means either that a conflict has risen to the point where the bylaws must be consulted, or it means that someone is pointing out an area of noncompliance that has gone unnoticed for years. This Checklist points out the necessary elements in bylaws.

Because regulations about nonprofit bylaws are done individually by state (rather than the federal government) there is quite a bit of variation. For example, in Ohio and New York, nonprofit boards must have a minimum of three members, but in California the minimum is one. It's important to obtain the applicable state laws and make sure that the bylaws are in compliance. In addition, some cities have further regulations for nonprofits. Ask your city attorney's office for guidance. For example, some states and cities have different rules for nonprofit organizations for which the board automatically includes an elected official or government employee as a result of that individual's election or employment.

Three overall guiding principles for nonprofit bylaws:

A. Don't put too much in the bylaws. If you specify a board committee in the bylaws, for instance, and there hasn't been such a committee in a few years, someone could claim that you are in violation of your own bylaws. Or, along the same lines, if the bylaws state that meetings will be held on the third Wednesday of each month, you can't change to Thursdays without a change in the bylaws.

B. Remember that if trouble erupts -- such as internal conflict or attacks from others -- the bylaws will become

very important. So make sure they are reviewed approximately every three years. Because board officer terms make it hard for the board to keep track of bylaw revisions, have this duty included as a responsibility of the executive director.

C. Immediately attach (by staple if necessary) any changes made to the bylaws to the copy kept by the executive director. Too often everyone forgets about changes to the bylaws.

Here is a checklist to ensure the most important provisions are included in your bylaws.

1. **Indemnification.** A statement that limits the personal liability of board members.

2. **Whether the organization has members** and, if so, what their rights are. For example, in a true membership organization, members have the right to elect officers. Even if you don't have members with legally enforceable membership rights such as voting rights, you can still have people called "members," but the distinction should be clarified in the bylaws.

3. **Minimum and maximum number of board members.** Example: minimum of five and a maximum of fifteen board members. Some states specify a minimum, and some specify a formula for a minimum and maximum, so check your state's law.

4. **The number required for a quorum.** A quorum is the minimum number of board members who must be present for official decisions to be made. For example, if an organization currently has fifteen members, and the bylaws state that one-third of the members constitutes a quorum, then official decisions can

only be made at board meetings where five or more members are present. Note: Many states specify the minimum required for a quorum.

5. **Terms and term limits.** Example: two years, with term limits of three consecutive terms (making a total of six years); after a year off, a board member may be permitted to return. Similarly, terms can be staggered so that, for instance, one-third of the board is up for reelection each year.

6. **Titles of officers,** how the officers are appointed, and their terms. Example: appointed by majority vote at a regular meeting of the board; an officer term is for one year with a maximum of two consecutive officer terms.

7. **Procedure for removing a board member or officer.** Example: by majority vote at a regularly scheduled meeting where the item was placed on the written agenda distributed at least two weeks ahead.

8. **Conflict of interest policy.** Alternatively, many bylaws simply state that there will be a conflict of interest policy but keep its exact wording out of the bylaws.

9. **Minimum number of board meetings per year.** Example: four, with one in each quarter.

10. How a **special or emergency board meeting** may be called.

11. **How a committee may be created** or dissolved.

12. **What committees exist,** how members are appointed, and powers, if any. It may be easiest not to specify committees in the bylaws at all; instead, (continued on page 9)

Support the Missouri Association for Museums and Archives by becoming a member today!

Membership Levels:

Membership Application

Individual

Student/Volunteer

\$15 Dogwood

Regular

\$20 Ozark
 \$30 Platte Purchase
 \$50 Show Me
 \$100 Lewis & Clark
 \$500 Louisiana Purchase

Membership Benefits Include:

- MAMA newsletter
- Access to news and information from national organizations such as the American Association of Museums, Society of American Archivists and the American Association for State and Local History
- Access to MAMA lending library
- Online discussion list
- Voting rights at MAMA meeting
- Discounted rates to workshops and conferences
- Networking opportunities

Institutional

Fee based on .05% of the annual budget with a minimum of \$35 and a maximum of \$500 (Annual budget x .0005).

Corporate

\$100 Hawthorn
 \$250 Mozarkite (State Rock)
 Logo added to organizational listing
 \$500 Galena (State Mineral)
 Advertisement on organizational listing
 \$1000 Aquamarine (State Gemstone)
 Advertisement on main page of website plus free exhibitor's table at MAMA conference

Corporate/Institutional Membership Benefits Include:

- Institution or Business listed and linked on MAMA website
- MAMA newsletter
- Sponsorship of receptions
- Opportunity to distribute literature at workshops
- Discounted rate for table at annual conference

Please make checks payable to The Missouri Association for Museums and Archives and send to:

The Missouri Association for Museums and Archives
 c/o Linda Endersby
 Missouri State Museum
 Capitol Bldg., Room B-2
 Jefferson City, MO 65101

Name

Title

Institution

Street or P.O. Box

City

State Zip

Phone

E-mail address

Membership Level

Amount enclosed
 (Institutional members can calculate their membership fee by multiplying their institution's annual budget by .0005).



Bylaws Checklist

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permit the board to create and dissolve standing and temporary committees as it sees fit. As a result, the bylaws need not be changed each time a committee is created or changed.

13. **Conference calls and electronic meetings.** Example: votes by e-mail or web forum are prohibited. Meetings may be held by conference call if all members can simultaneously hear one another. As Internet usage grows, some boards are adding sections to the bylaws that describe how to hold a board meeting on the Internet, or whether and how decisions can be made by e-mail.

Each board member should be given a copy of the articles of incorporation, the IRS and state determination letters, and the bylaws. Some organizations also post their bylaws on a password-protected section of their website.

Every few years, review the bylaws. Occasionally, individuals are invited to join boards without much scrutiny and are later found to be disruptive and destructive. Too often the board looks to the bylaws to see how to remove such a person, only to discover that the bylaws were written twenty years ago (and seldom looked at since) and have no such provision. Appropriate changes to the bylaws should be recorded in the board minutes, added to copies of the bylaws, and, in some cases, reviewed by an attorney experienced in nonprofit law.

Got News?



The Missouri Association for Museums and Archives Newsletter is looking for news and information. If your organization has a new exhibit, new staff person, fund raising event, interesting anecdote, job announcements, grant announcements, news about a partnership, fun photo of a museum guest or other interesting news to share, please contact **Cherie Cook** at cook@aash.org or **Jess Rezac** at accurator@stjoelive.com.

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