

TWENTY YEARS OF IMA INITIATIVES, 1982-2002

This chronological narrative is in no sense a "history" of the IMA. It is intended simply to chart the major events in the life of the organization and to record its initiatives in the context of Minnesota archaeology. The author hopes that it will facilitate future work in the surviving papers of the IMA. The year-by-year outline is based upon board minutes and newsletters, supplemented by planning documents, and a few other reports and summaries.

1982

The Institute for Minnesota Archaeology was founded in May, 1982 by four young archaeologists. Three of them, Ted Lofstrom, Thomas L. Trow, and Douglas A. Birk, had recently been terminated by the Minnesota Historical Society as a result of state budget cutbacks. The fourth, Clark A. Dobbs, was working on his doctoral dissertation in anthropology at the University of Minnesota. The first formal organization meeting was held on July 19 at Birk's home in south Minneapolis, when all were elected directors of the corporation and Birk became chair, Trow associate chair, Dobbs secretary, and Lofstrom treasurer. At later meetings during the year the board was expanded to include, among others, Elden Johnson, former state archaeologist and professor of anthropology at the University of Minnesota; Robert C. Wheeler, former associate director of the Minnesota Historical Society; Jean A. Chesley, president of the Goodhue County Historical Society; and Mark Anfinson, an attorney. The organization's initial expenses were met by individual contributions and a matching grant of \$5,000 from the Minnesota Historical Society, received through MHS director Russell W. Fridley.

Both Birk and Dobbs had ongoing research interests for which they hoped to find support by means of the new organization. Dobbs had been studying Oneota communities of southern Minnesota in the Blue Earth Valley and in Red Wing. Birk's immediate priority was the exploration and preservation of what appeared to be the remains of a French fur post on privately owned land along the Mississippi near the mouth of the Little Elk River. During 1982 the IMA conducted test excavations at the Little Elk site (officially designated MO20) and in December its preservation was assured when the property was purchased by the Minnesota Parks Foundation.

1983

The organization's second year saw three significant projects. In April the IMA, in cooperation with the Goodhue County Historical Society, sponsored a conference on western Oneota ceramics. It was held in Red Wing and attracted scholars from Illinois, Iowa, Wisconsin, and Ontario as well as from Minnesota.

Also near Red Wing, Dobbs and IMA volunteers worked through the summer with a University of Minnesota field school under the direction of Elden Johnson in salvaging information from a remaining corner of the Bryan site. This fortified Mississippian village, located on a bluff above the Cannon River, was without doubt one of the state's most important prehistoric sites. It had been largely destroyed by gravel mining and was destined for final demolition by widening of Highway 61 and construction of a new bridge. The discoveries there were so dramatic that the Minnesota Department of Transportation (MnDOT) funded the work for an additional four months in 1984.

Meanwhile progress was made at the Little Elk site, which was cleared of vegetation and mapped in preparation for nominating it to the National Register of Historic Places. By the end of the year 1983 it had been secured from vandalism and pot hunters with a six-foot wire fence.

Additions to the IMA board included Robinson Brown, James Casserly, Maurice Lazarus, and Jan Warner, director of the Morrison County Historical Society. A professional advisory committee, conceived in 1982, was expanded to include a number of Upper Midwest scholars in anthropology and archaeology. Grant

applications were submitted to several area foundations, and individual contributions were received from a growing circle of "Friends of the IMA."

1984

In 1984 the IMA rented office and laboratory space in the former Marshall High School at 1313 5th Street Southeast in Minneapolis. That year Clark Dobbs received his doctorate.

While work continued at the Bryan site, the IMA contracted with the City of Red Wing to conduct an extensive archaeological survey for use as a guide in community planning. One result was the discovery of a previously unknown village on land west of the city that had been scheduled for light industrial development. It became known as the Energy Park site. Another reconnaissance in the locality was carried out at the Adams site, situated east of the Mississippi River in Pierce County, Wisconsin, where traces of refuse pits, fireplaces, and houses suggested the existence of a late prehistoric village.

Additional work in the Blue Earth Valley, conducted by Dobbs, included a survey in the Center Creek locality west of Winnebago. It identified a number of small Oneota and Woodland sites in the flood plain of the Blue Earth River and examined evidence of possible bison processing. In cooperation with the Winnebago Area Museum, the IMA also sponsored an experimental garden planted with traditional Indian varieties of corn, beans, squash, and tobacco to determine the possible yield and nutritional value of crops raised during the transition from hunting and gathering to horticulture and village life about a thousand years ago.

The largest independent IMA excavation to date was undertaken by Birk in 1984 at MO20 near Little Falls. Ten weeks of field work with a trained crew were funded by the Blandin Foundation, and interest stimulated by the uniqueness of the site drew support from local agencies and businesses including the Morrison County Highway Department, Minnesota Power Company, and numerous smaller firms and individuals. Study focused on the central one of three apparent buildings and produced a large collection of French-period artifacts as well as a clearer picture of the size, use, and age of the post.

This season also saw MO20 named to the National Register of Historic Places and the land holdings around it increased to 70 acres of undeveloped river frontage. The tract acquired by the Parks Foundation included several other suspected prehistoric and historic sites.

A final highlight of the 1984 season was the identification and partial exploration of the site of Zebulon Pike's 1805 wintering post on the Mississippi below Little Falls. Although previously known, the site had been flooded by construction of a power dam. It was temporarily exposed when the water was lowered for repairs to the dam, and IMA archaeologists, led by Birk, cleared away silt and retrieved a number of significant artifacts.

1985

The pace of activity decreased somewhat in 1985, although there was a further opportunity for excavation at the site of Pike's fort. This project drew considerable publicity, especially when the governor proclaimed "Pike's Fort Day." Plans were laid to create traveling exhibits that would feature the artifacts recovered at MO20 and Pike's fort.

In this year the IMA sponsored its first field school and public field program at the Adams site. In its new lab facility in Minneapolis it also began to hold open-lab nights for a growing cadre of interested volunteers. Kim Breakey was hired as temporary lab and administrative help. To honor nonprofessional archaeologists for outstanding contributions to the field, IMA created the annual Hill/Lewis Award, named for 19th-century Minnesota pioneer archaeologists Alfred J. Hill and Theodore H. Lewis.

Problems with internal organization and accounting demanded the attention of the board and officers during much of 1985. Failure to withhold employment taxes and workers compensation payments in previous years led to difficulties with the IRS and threatened penalties. The need of IMA for reorganization and for a bookkeeper and business manager was recognized, and Carolyn Hackel was hired on contract. Ted Lofstrom resigned as treasurer and Tom Dahlquist joined the board.

1986

A second field season at MO20 lasted most of the summer and produced a better knowledge of the site as a whole, including the probable location of a stockade on the east side, facing the river, and a quantity of food remains that gave clues to the diet and lifestyle of the post's occupants. The surrounding land became known as the Little Elk Heritage Preserve and was expanded to 93 acres with the purchase of six additional riverfront lots including the site of an 1840s Methodist-Episcopal mission. The third annual open house held there in August drew about 275 people.

In the course of performing an archaeological survey on contract at Camp Ripley, Birk identified the house of 19th-century fur trader Clement Beaulieu, which had been moved from its former location in old Crow Wing. Negotiations were begun with DNR-Parks to return it to its original site.

In Red Wing, city authorities supported a survey of the Energy Park Site. Dobbs conducted it with the help of volunteers from the community. Controlled surface collections were made and soil resistivity studies were done. Local citizens organized a Goodhue-Pierce County Archaeological Society to work with the IMA in both Minnesota and Wisconsin.

Doug Birk was named Minnesota Independent Scholar of the Year, receiving an award sponsored by the Northwest Area Foundation in cooperation with the Independent Scholars Forum. He was nominated by Rhoda R. Gilman, a board member of the ISF. Dobbs was senior author of two papers given at the Society for American Archaeology (SAA) meeting in New Orleans. A quarterly newsletter was initiated for Friends of the IMA. Board member Robert Wheeler died; Elizabeth Hedin of Red Wing and Janice JuVette joined the board. The organization's income for the year was about equally divided between private grants and revenue earned from contract work. The principal contractors in the first four years were the City of Red Wing, the U.S. Corps of Engineers, the Minnesota Department of Transportation, and the state planning agency.

1987

Significant restructuring of the IMA occurred during this year. In January Elden Johnson became chair of the board, succeeding Clark Dobbs; attorney Maurie Lazarus was re-elected secretary. In March E. Clyde Pedersen, Mary Lee Slettehaugh, and Larry Aubichon joined the board, and Pedersen became treasurer. In July James Tordoff and Anthony Romano joined the board and Johnson was appointed to the new position of IMA executive director. Barbara Davis, a consultant on operations and long-range planning, was hired pursuant to the terms of a major grant from the Mardag Foundation.

In preparation for acquiring title to the Little Elk Heritage Preserve (LEHP), the IMA conducted a survey of the entire 93 acres, locating and mapping the postglacial landforms as well as a number of prehistoric and historic sites. Late in the year the land was transferred from the Minnesota Parks Foundation to the IMA. An unsuccessful effort was begun to have the LEHP declared a national historic district, and a traveling exhibit was created from the information and artifacts retrieved at MO20.

Plans continued for the restoration of the Beaulieu house and its removal to Crow Wing State Park. A group called the Friends of Old Crow Wing was organized as a committee of the Crow Wing County Historical Society to assist in the effort and to promote research into the 19th-century settlement at the mouth of the Crow Wing River.

In Red Wing Dobbs, assisted by a crew of both professionals and volunteers, directed excavations on the Energy Park site. They found evidence of trade with early peoples farther south along the Mississippi. Tours of the site, conducted each week, drew an estimated 500 visitors. A few miles up the Cannon River, the Lake Byllesby Reservoir was temporarily drained, and an IMA survey of its bed located eight Paleoindian or Early Archaic sites. These yielded a large collection of artifacts.

Public interest in the work of the IMA was demonstrated by more than 2,900 volunteer hours contributed during the year. The organization attempted still greater outreach by beginning work on a half-hour videotape about precontact cultures in the Red Wing locality called *Changing Visions of the Past*, and plans were laid for a tour program the following year.

1988

The first task of 1988 was moving the IMA offices and laboratories to expanded space in the Tierny Building at 3300 University Avenue S.E. Maurie Lazarus became chair of the board, succeeding Elden Johnson, who resigned his position on the board after becoming executive director. Aubichon and JuVette left the board. Attention of board members throughout the year was largely focused on the recommendations made by Davis and on adoption of a three-year strategic plan that emphasized efforts at education and outreach, closer ties with Friends of the IMA, and more fundraising by the board. The board also adopted a formal collections and curation policy drafted by Johnson. Carolyn Hackel resigned her part-time position as accountant and was replaced by Nancye Belding.

In February the Beaulieu house was welcomed back at Crow Wing, and study of the village site there continued. Excavation was resumed during the summer at both MO20 and Energy Park. At the latter a field school was held. Extended lab study and cataloging of the Bryan site artifacts was funded by MnDOT and subcontracted to the IMA by the University of Minnesota.

Three overnight tours to sites in Minnesota and Wisconsin were conducted; the exhibit on MO20 traveled around the state; and *Changing Visions* began its showings on public television throughout the upper Midwest. Both Dobbs and Birk were in frequent demand for lectures and classroom appearances, mostly *pro bono*. Birk gave two papers at an Illinois conference on French colonial archaeology, and Dobbs joined a major effort sponsored by the State Historic Preservation Office (SHPO) to develop a conceptual framework and plan for Minnesota archaeology.

A notable event in the fall was the discovery of an Archaic bison kill site near Granite Falls in Yellow Medicine County. The IMA, in cooperation with archaeologists from St. Cloud State University, did preliminary investigation.

1989

In January Clyde Pedersen completed his term on the board. New members named were Sandra Roe, Timothy Fiske, and, once again, Tom Dahlquist. By March the board was faced with a cash-flow crisis. Short-term emergency loans solved it temporarily, although the stringency continued throughout the summer and into the fall. This underlined the urgency of the capital funds drive that was adopted in connection with the strategic plan. Carolyn Hackel volunteered to chair the fundraising committee. Results were disappointing, especially in the area of corporate giving. Nevertheless, the IMA finished the year in greatly improved financial condition, thanks entirely to a large contract for surveying the proposed route of a gas pipeline across the northern Midwest.

Work during the year included the completion and first showing of the traveling exhibit on Pike's Fort and continuation of the tour program. With support from the Cross Lake Association of Pine County, Doug Birk edited and the IMA published *John Sayer's Snake River Journal, 1804-05*. Birk also worked on a major study of the LEHP entitled *Life, Land, Water, and Time*. It was the central document resulting from a planning conference held in December at Little Falls to examine potential use of the 93-acre preserve as

a center for biocultural education in the Mississippi Headwaters area. Wider interest in the site was promoted when the Minnesota Historical Society featured the excavations at MO20 in a section of its new school curriculum, *Northern Lights*, published in September 1989.

Preservation of the Energy Park site in Red Wing was the subject of intensive lobbying at the State Capitol by Clark Dobbs. Protection was assured when the legislature appropriated money for purchase of the site and its transfer to the Goodhue County Historical Society. In the following months, Dobbs and Red Wing planning specialist Charles Tooker produced a comprehensive plan for the site and the surrounding area. Meanwhile a field school was again held at Energy Park.

Additional work was done at the Granite Falls bison kill site. Carbon dating established that it was at least 8,000 years old, far earlier than expected. A second more recent level of occupation, estimated at 5,000-6,000 years old, was also found during late-season testing.

1990

The work of the board this year was overshadowed by the knowledge that Elden Johnson planned to retire as director. A search committee headed by Sandra Roe proceeded on the theory that in finding a successor, knowledge of nonprofit management and fundraising took precedence over professional connections with archaeology. Carolyn Hackel joined the board, and Loranda McLeet was hired as accountant and office manager. A \$250,000 extension of the pipeline contract assured immediate financial stability but strained the administrative structure of the IMA by requiring that three four-person crews be kept in the field. It also raised serious questions about the mission of the IMA and whether this was threatened by increased dependence on cultural resource management (CRM) contracts.

Other activities reflected continuing efforts at outreach and education. Saturday mini-classes were started for volunteers and members of the public interested in various aspects of how archaeology is done. A program called "Bringing Archaeology to the Public," funded by the Humanities Commission, organized an "Archaeology Day" of lectures and exhibits in selected communities around the state. Three more tours were conducted, including a journey to sites in New Mexico and Arizona, led by Johnson.

A week-long teacher workshop held at Pine City plowed new ground for the IMA. Board members Tony Romano and Sandra Roe played major roles in planning and organizing it, with the purpose of helping teachers to build an archaeology curriculum designed for their own classrooms. Its success led to a recommendation by Johnson that the board create a staff position of education director.

Limited excavation continued at Energy Park, and another field school was held there. Dobbs received a National Science Foundation grant for high-precision radiocarbon dating of samples from the Bryan site. He also oversaw two important surveys. One was done in the valley of Spring Creek, close to Energy Park. The second survey covered Pierce County, Wisconsin. One outcome of work in Wisconsin was the purchase of a section of the Mero mound group and village site near Diamond Bluff by the Archaeological Conservancy. Dobbs helped negotiate its preservation.

Work continued in the spring at the Granite Falls bison kill site with geomorphic investigations by Howard Mooers of the University of Minnesota. These mapped the bedrock contours on which the deeply buried site was originally located.

Pursuing his work with the Cross Lake Association, Birk began archival study of an 1830s mission located on Pokegama Lake in Pine County -- a project that eventually led him into writing an unpublished volume on the history of Protestant missions to the Ojibway tribe in northern Wisconsin and Minnesota.

1991

Bruce Humphrys, most recently an administrator from Courage Center, was hired as executive director early in 1991, and Kathy O'Brien of Minneapolis, Charles Richardson of Red Wing, and Linda Owen of Prairie Island joined the board. Jean Chesley, Elizabeth Hedin, and Anthony Romano retired and were named lifetime honorary board members. Timothy Fiske also retired and Elden Johnson was re-elected to the board.

While Humphrys and the board struggled to adjust the organization's financial and legal structure to its rapid growth, discussion continued about the effect of CRM work on the original mission of the IMA. In 1990 contract work had accounted for 93 percent of total revenue. In 1991 that increased to 95 percent.

Johnson argued strongly for broadening the IMA's base through education and outreach. Programs for the public, including tours, Archaeology Days in various communities, and mini-classes were continued, and a second teacher workshop was held in Pine City. At Little Falls the school district began to bring classes in environmental education to the LEHP and gave students hands-on teaching in construction by making repairs to a cabin on the property. A committee to advise the board on education and outreach was formed with Sandra Roe as chair, and at the end of the year Kristen Zschomler was hired as coordinator of these activities.

Dobbs argued for the value of CRM work in furthering the research and stewardship aspects of the IMA's mission. As evidence he pointed to the many sites identified during the pipeline survey and preserved by rerouting construction. Even stronger examples were several sites at which intensive salvage archaeology was done by IMA crews in 1991, including one at Nushka Lake in Cass County and several in the Saginaw Valley in Michigan. Dobbs also stressed the necessity of computers and other new technology and urged that the IMA acquire geographic information system (GIS) capabilities both for its own and for contract work.

As its own research initiative that year, the IMA chose the Mero site, the only major precontact village remaining undisturbed in the Red Wing locality. With permission from the Archaeological Conservancy, Dobbs directed a field school there during the summer. A controlled survey of the site produced numerous artifacts, and the foundations of a habitation were excavated.

1992

The year that saw the IMA's tenth anniversary also threatened to be its last. Major grants sought for development of the LEHP as a public educational and cultural center were denied, and the temporary bonanza of pipeline contracts came to an abrupt end. In January Sandra Roe became chair of the board, Carolyn Hackel treasurer, and Maurie Lazarus secretary. Elden Johnson, ill with cancer, resigned in May and died in early July. William E. Lundquist and Phyllis Messenger joined the board; Jan Warner retired and was elected an honorary life member.

Deficits beginning in April continued despite intensive efforts at economizing and fundraising. A first step was taken toward separating CRM work from other IMA programs by creating an operating division called IMA Consulting (IMAC). Clark Dobbs took part in a conference held in Denmark on quantitative methods and computer applications in archaeology, and GIS computing and plotting equipment worth some \$47,000 was acquired in the hope of making the IMA more competitive. By the end of the year, however, the books showed a deficit of more than \$120,000 and debts of \$57,000.

Although staff cuts had been made and nearly all remaining personnel were at work on paid contracts, a few education and outreach projects were sustained. *Archaeology Beyond the Walls*, a long-delayed video on Pike's Fort, was completed; a third teacher workshop was held, this one in Little Falls; a public field program was conducted along with further excavations at the Mero site; a lecture series was initiated with a talk on Cahokia by George Holley of Southern Illinois University; and Saturday morning mini-classes were once again scheduled for the winter months.

1993

The first half of 1993 was occupied with a day-to-day struggle for survival. In January Christopher Wilson and Duane J. Kocik joined the board, and James Tordoff became associate chair. The board eliminated the position of executive director, Bruce Humphrys left, and active management was assumed by an executive committee consisting of Roe, Tordoff, and Lazarus. Emergency loans were negotiated, and an urgent appeal was made to all friends and supporters of the IMA. Staff was further reduced; salaries were cut and payrolls were occasionally delayed. In the fall the cash-flow crisis had eased somewhat. Public giving had doubled, and the IMA ended the year barely in the black. Senior Research Archaeologist Clark Dobbs was asked to take more management responsibility. Henry A. (Hank) Montillon was elected to the board.

Contract work during the year was limited mainly to small projects. They included excavations at the Sibley House Historic Site in Mendota and at the Gideon Pond Park in Bloomington. Three prehistoric sites on Leech Lake were also investigated. Education and outreach was continued with a tour to northern Minnesota, another teacher workshop in Little Falls, and ongoing newsletter, lab nights, and mini-classes. In May the IMA cosponsored a conference on the archaeology of cities, held in Minneapolis in conjunction with the Minnesota Historical Society, the Institute of Arts, and the Mississippi National River and Recreation Area (MNRRA).

1994

This was a momentous year for the IMA. Sandra Roe resigned from the board, and Jeff Tordoff became chair, with Hank Montillon serving as associate chair. Duane Kocik was named treasurer, and Maurie Lazarus continued as secretary. Kathy O'Brien also resigned, while Clark Dobbs and Doug Birk became board members. Phyllis Messenger stepped in to chair the education and outreach committee in place of Roe. In April the executive committee was dissolved and Dobbs became virtual director.

Three contracts for major projects in downtown Minneapolis took the IMA for the first time into the field of urban archaeology, and John McCarthy was brought in from New Jersey to oversee them on a project-by-project basis. Launching these plus a new contract with Lakehead Pipeline again produced a cash-flow problem. It was met by a line of credit for \$15,000 with Marquette Bank, secured by the personal credit of Dobbs, Birk, and Breakey.

In June discussions were begun on a proposal by Dobbs to restructure the IMA and create a separate for-profit corporation to conduct CRM work. It would, he argued, not be limited in its field of work by the stated mission of the IMA and it would be in keeping with the increasingly business-oriented, aggressive trend of the archaeological world. The board authorized staff members to meet with legal and business experts to develop a plan for restructuring. In December the Institute for Minnesota Archaeology Consulting, Inc. (IMAC) was formed as a wholly-owned subsidiary of the IMA. A three-member board included one senior research archaeologist employed by IMAC, one director of IMA, and another at-large member. The initial board members were Dobbs, Tordoff, and Breakey.

Meanwhile the IMA continued its other programs. A fifth teacher workshop scheduled in Little Falls had to be cancelled. At the end of July Kristen Schzomler left the staff, and in December board member Phyllis Messenger was hired as Senior Education Archaeologist with responsibility for education and outreach programs. Birk and several others from the board carried on negotiations looking toward purchase of a tract of pine forest adjoining the LEHP on the north, but they were unsuccessful. Conversations were held during the summer about IMA involvement with the new Anderson Center for Interdisciplinary Studies in Red Wing, and in the fall a field laboratory was established there under the supervision of local archaeologist Peg Boden. In October a test excavation was conducted at a nearby location behind the Burnside School, and soil resistivity studies were done at the Energy Park site.

1995

The evolution of a two-headed organization and negotiation of the relationship between the two entities occupied the board during 1995. Both Dobbs and Birk removed themselves from the IMA board; Hank Montillon became chair and Jeff Tordoff associate chair; Duane Kocik and Maurie Lazarus continued in their roles of treasurer and secretary. In October Phyllis Messenger resigned from the board but continued in her staff position as Senior Education Archaeologist. Recruitment of new board members during the year produced Stuart Stoller of Augsburg College in April and in November Rhoda Gilman, retired Historical Society administrator and research fellow.

As the year opened the IMA transferred assets, including cash, accounts receivable, ongoing contracts, and equipment (total value of \$100,420) to IMAC. In return it received stock in the for-profit subsidiary. One hundred shares of common stock were authorized, of which ten were held by the IMA and the other ninety remained unissued. IMAC also assumed a long-term loan of \$37,499 owed by the IMA. An unwritten understanding was reached by which IMAC net profits (if any) would be divided three ways: half would go to the IMA and the other half would be split between reinvestment in the company and bonuses for staff.

At the same time the two organizations signed a detailed agreement for the sharing of staff and resources under which IMAC was to process payrolls for both organizations and charge for staff time given to the IMA. All staff were transferred to IMAC except Messenger, leaving the IMA with only one employee and no director, except as Dobbs continued informally to fill that role. In January John McCarthy became a permanent employee of IMAC/IMA with the title of Senior Research Archaeologist, and his wife, Jeanne Ward, joined the staff as a project archaeologist.

During this year the IMA board moved to expand its grant-seeking to a new and higher level. It also laid plans for establishing an endowment fund with the St. Paul Foundation. Meanwhile contract work was expanding, and the year was ushered in by a significant agreement with Natural Resources Group (NRG) of Minneapolis, through which IMAC was to supply CRM services as needed to Lakehead Pipeline Company, Northern Natural Gas Company, Great Lakes Gas Transmission, and Viking Gas Transmission. An agent for NRG was Ted Lofstrom, one of the founders of the IMA.

Discussion continued about the mission of the IMA and its relationship to the world of professional and scholarly archaeology. During the summer the bylaws were modified to create a formal structure for such a relationship. The board was to appoint a Council of Senior Research Fellows consisting of established professionals in the field. From these it might choose members of an advisory board to guide it on activities and research relating to the IMA's mission. (Such a board was never appointed.) Professionals of more junior standing could be named Research Associates and qualify for support of their work, including grants when available. The first Senior Research Fellows named were Clark Dobbs, Doug Birk, John McCarthy, Howard Mooers, Orrin Shane, Lou Somers, and Dale Henning. Later in the year they were joined by Lewis Messenger, Matthew Murray, Sissel Johannessen, and Lawrence Desmond.

These changes and new directions were accompanied by an outpouring of energy and activity. The IMA became organizer and fiscal agent for the first Minnesota Archaeology Week, funded by the Humanities Commission. Its concluding events merged into those of the national meeting of the Society for American Archaeology (SAA), held in Minneapolis at the beginning of May. Teacher workshops were conducted by the IMA in connection with the SAA and later at Little Falls. A summer field program in Red Wing, sponsored in cooperation with the University of Wisconsin at River Falls, saw further excavation at the Burnside School site and a series of public lectures. Those were held at the Anderson Center, where several archaeologists nominated by the IMA participated in initiating the center's new "scholars in residence" program. They included John McCarthy, Lewis Messenger of Hamline University, and Karolyn Smardz from Toronto.

At the end of August Red Wing was also the site of the first Historical Archaeology Conference of the Upper Midwest (HACUM 1), which had been spearheaded and organized by McCarthy in cooperation with

the Anderson Center and the Goodhue County Historical Society. There were some 58 registrants. A concluding lecture by Smardz drew attention to new concepts and methods in public archaeology.

1996

Themes for 1996 were an expansion of public archaeology along the lines pioneered in the Toronto schools by Karolyn Smardz and continuation of the drive to move the IMA to a new level of grant and endowment funding. Stuart Stoller replaced Duane Kocik as treasurer, but other board officers remained unchanged. New members elected during the year were Donn Coddington, former head of historic sites at the MHS; Dan Loritz, a vice president of Hamline University; and Paula Burtness from the Red Wing public schools. A board committee chaired by Rhoda Gilman undertook writing a long-range plan to lay the foundation for seeking an NEH challenge grant.

The first step toward reaching the ambitious financial and program goals came in May when the Legislative Commission on Minnesota Resources (LCMR) recommended the IMA for a state grant of \$200,000 to make reports and other information gathered through highway salvage and other CRM work available to the public. Originally conceived as a conventional publishing project, "Public Access to Archaeological Knowledge" morphed into a web site and a searchable data base. The recommendation virtually assured funding by the legislature in the following year.

Another step was a contract with the Eden Prairie school district to develop an archaeology curriculum keyed to excavation by students themselves of a site related to the early growth of the town. Field work would be guided by IMA archaeologists, and the curriculum would be made available to the district, but rights to its further sale and adaptation to other communities would remain with the IMA.

A second HACUM conference, organized by McCarthy and held in Red Wing in March, was less successful than the first. This was largely because the presenter of a workshop on ceramics became ill and was unable to attend. Plans were laid for a third conference to be held the following year.

Smardz and Messenger worked together on the Eden Prairie curriculum and also on an expansive public archaeology program extending through July and August in Red Wing. This centered around excavating the foundations of the original building of Hamline University, with the work overseen by McCarthy and James Myster from Hamline. The program included a field school, a teacher workshop, and a series of well publicized public lectures, along with opportunities for townspeople to take part in the "dig." Observers were welcomed and many volunteered to help.

Also stimulating community support and interest was a move by the Goodhue County Historical Society, in collaboration with the IMA, to become the central repository for all artifacts and records related to archaeology in the Red Wing locality. At a summer board meeting of the IMA, held jointly with the officers of the Goodhue County Society in its new building, a comprehensive plan for this was laid out by Dobbs and was adopted with a minimum of discussion. Federal certification of the Society's curation facilities was needed, as well as cooperation from all or most of the institutions holding collections from the Red Wing area -- the University of Minnesota, Hamline University, the Minnesota Historical Society, the Science Museum of Minnesota, and the Mississippi Valley Archaeological Center at La Crosse.

At the end of the field season, Phyllis Messenger resigned and Karolyn Smardz returned to Toronto with the understanding that she would continue to work with the IMA periodically during the winter in fundraising and through the following summer in education and outreach. With this arrangement in place, the IMA board hired Beth Nodland as office manager and bookkeeper.

Work on the long-range plan was completed in December. Helping to shape and strengthen the stated mission and goals were four themes developed at a June meeting of the Council of Senior Research Fellows and set down in a document by Dobbs. However, an organization chart that accompanied the plan revealed lines of stress over the relationship and management of the IMA and IMAC. Unable to

reach agreement on the chart, the IMA board adopted the plan as a draft with the provision that it be reviewed in six months to determine what progress had been made.

1997

Throughout 1997 the gap in understanding and communication between the two organizations widened steadily. Montillon continued as chair of the IMA board and Stoller as treasurer; Jeff Tordoff and Maurie Lazarus left the board and Chris Wilson became associate chair and Donn Coddington secretary. Wilson was designated as the IMA representative on the board of IMAC. Later in the year Howard Mooers joined the board briefly, and Paula Burtness resigned. Another new board member was State Senator Gene Merriam. Karolyn Smardz was added to the Council of Senior Research Fellows.

Rapid acceleration of IMAC's pipeline operations put pressure on both organizations. With expanding IMAC crews, space grew tight, and some of the mapping and GIS work was moved to a new location at 2634 4th Street S.E. Artifact collections were transferred to the Anderson Center in Red Wing. Dobbs's work load as CEO led him to ask that he be relieved of management responsibility for the IMA, and negotiations looking toward a management contract were initiated. Beth Nodland, who was also a trained archaeologist, began functioning as a general operations manager for the IMA, and Lori Kartman was hired for clerical work.

Gilman, assisted by Smardz during a brief winter visit, wrote the narrative for a challenge grant application to the NEH. Nodland assembled the required financial information, and a fundraising prospectus was sketched by Dan Loritz. Plans for submitting the application ended abruptly in April when Dobbs declined to sign as *pro tem* executive director, and it became clear that the IMA had no leadership eligible to apply for or implement a challenge grant.

An alternative possibility appeared when it was found that the NEH offered grants in a category called Teaching with Technology. The LCMR funding for a web site provided leverage in this area, and Smardz undertook to draft a grant application that would knit the two into an educational package. She completed it in the summer, but the NEH rejected the proposal.

Despite a shortage of staff and funding, the IMA continued its active program. A third HACUM conference was organized by John McCarthy in March. During the summer McCarthy also directed another six weeks of field work on the Hamline site in Red Wing. This again encompassed a field school, a teacher workshop, volunteer opportunities for interested citizens, and extensive public programming put together by Smardz. In all, some 2,500 people took part. Dobbs assumed personal management of the LCMR project, and work advanced during the fall on compiling a list of relevant site reports from the files in the State Historic Preservation Office. Maintenance problems and lack of funding at the LEHP limited programs there, but interpretive signage was developed for trails on the property.

Meanwhile board discussions revolved around a request by the senior staff of IMAC for employee stock ownership in the for-profit corporation as part of their compensation package. The board accepted the idea in principle, and a panel of three outside consultants was chosen to recommend a plan. In August they submitted a proposal to the officers of IMAC, but the IMA board required a direct copy signed by all three consultants. This was finally produced in September. The proposal called for issuing preferred stock to the IMA and transfer of all common (voting) stock to the employees of IMAC.

In a letter to the other board members, Gilman pointed out that this would take from the IMA all control over IMAC and urged further negotiation. Efforts to meet with the senior staff were delayed by Dobbs's absence in Italy, where he was engaged in organizing a firm called Archeotechnie as an overseas subsidiary of IMAC. Maurie Lazarus joined the discussions as a friend of the IMA board and legal consultant, and a meeting was finally held between Dobbs and the executive committee on October 29. Efforts to arrange another meeting were unsuccessful.

Despite a dividend of more than \$79,000 from IMAC in 1996, the IMA had begun the year some \$24,000 in debt and had faced an ongoing cash-flow problem. At the end of the IMAC fiscal year in September, however, it was rumored that windfall profits of more than \$800,000 would solve this problem and enable the IMA to hire a director. A job description was drawn, but active search was delayed pending a more definite figure on the size of the expected dividend. Exact information was withheld from the IMA board until a final audit on the grounds that the nonprofit's tax-exempt status required a firewall between the operations of the two organizations.

While the board awaited developments, the entire operation, including offices, library, and lab, was moved to more roomy quarters a few blocks away. Additional space had been rented by IMAC at 4624 4th Street S.E., and the move was accomplished in November.

On December 1 the board of IMAC, consisting of Dobbs, McCarthy, and Wilson, acted to issue the remaining 90 shares of the corporation's common stock and to distribute them to employees of IMAC, the majority going to Dobbs, McCarthy, and Kim Breakey. Wilson, the designee of the IMA board and representative of the existing stockholders, claimed to have misunderstood the nature of the proposal when he voted for it. Thus the IMA's ownership of IMAC was reduced from 100 percent to 10 percent, and the nonprofit no longer controlled its subsidiary. When the IMA executive committee learned of this action, they immediately retained attorneys, sought a court order to reverse it, and filed suit against Dobbs, McCarthy, and Breakey.

1998

The year 1998 began, almost literally, in a courtroom. By the end of January a judge's order had restrained the IMAC board from making a distribution of stock and had mandated mediation between the contending parties. John McCarthy had resigned and departed for a position on the East Coast. Although Hank Montillon had announced a desire to retire as chair of the IMA board, he agreed to serve one more year. Gilman became associate chair, Stoller continued as treasurer, and Maurie Lazarus rejoined the board and again became secretary. An executive committee of Montillon, Gilman, Stoller, and Dan Loritz was appointed. Donn Coddington resigned from the board, Jan Warner returned from honorary to active membership, and later in the spring Larry Granger of Bloomington joined the board.

Restored to the position of sole stockholders of IMAC, the IMA board agreed on a commitment to keeping both organizations strong and viable. It designated Lazarus and Jim Tordoff to act as directors of IMAC, along with Dobbs, who remained CEO. Meanwhile, Beth Nodland worked on establishing a separate payroll, benefit plan, insurance coverage, internet, web site, and e-mail system for the IMA, although physical office and lab space, along with other facilities, were still shared with IMAC. In the spring Nodland's position was upgraded to executive director and Lori Kartman was named executive assistant. Doug Birk remained with the IMA as its senior research archaeologist and in July was elected to the board.

In addition to maintenance of the LEHP, the principal IMA project requiring immediate attention was the web site funded by the LCMR. The contract with IMAC under which Dobbs had managed it was terminated, and Gilman, who had been serving as an advisor, volunteered to administer it without compensation. She was named as one of the two designated project managers. Nodland, as the second manager, handled all reports, accounts, and relationships with the LCMR staff. Eric Swanson was hired for technical direction in setting up the web site, which included a searchable data base and was entitled "From Site to Story." Dobbs cooperated in handling material pertaining to the Red Wing locality, and contracts were signed with a number of Minnesota archaeologists to supply material on other areas. Karolyn Smardz wrote a section on the urban sites. Gilman acted as editor for all narrative sections, wrote some herself, and continued to coordinate the project until its successful completion.

The main activity at the LEHP was monitoring a county road project that encroached on the property and threatened the site of a small 19th-century general store associated with an early milling settlement on the

Little Elk River. No other field work was conducted in 1998, although ongoing programs, including the newsletter, volunteer work in the lab, Minnesota Archaeology Week lectures, and recruiting of volunteer help to interpret sites located near the Cannon Valley Trail were carried on. The IMA also cosponsored the River of Dreams conference held at the University of St. Thomas, which focused on the role of the Mississippi River in study of the humanities, and the board awarded a grant to Ron Schirmer for ethnobotanical research at sites in Red Wing.

By early summer the court-ordered mediation process had become stalled, but informal negotiations continued between the IMA executive committee and the principals of IMAC. In October an agreement was signed for sale of all IMAC assets to Hemisphere Field Services (HFS), a new corporation formed by Dobbs and other employees of IMAC to continue CRM work. The total price of \$415,475 was to be paid in quarterly installments of \$37,500. Added to a parallel royalty agreement, which guaranteed IMA 2.5 percent of HFS gross income, this promised to meet the IMA's core operating needs for a period of nearly four years and probably more. All legal action on both sides was dropped.

Final separation of the two organizations proved to be a complex process. All research data, including artifacts, plus an extensive library, were the property of the IMA. In the course of an inventory of Red Wing artifacts stored in the Anderson Center, Nodland discovered evidence of unreported human remains. Thus the IMA found itself to be in serious violation of NAGPRA and subject to possible legal penalties. The Minnesota Indian Affairs Council was immediately informed, and with their help and advice all of the IMA collections were analysed during the following two years, and the fragments of human bone and teeth eventually received appropriate interment.

It was also clear that a separate office and lab would have to be found for the IMA. A search was conducted throughout the fall, and at the end of the year a suitable space was located in the Allen Building at 287 East 6th Street, in downtown St. Paul.

1999

With the opening of a new year, a new location, and a new era, Hank Montillon retired from the board and was named an honorary life director. Rhoda Gilman succeeded him as chair. Larry Granger became associate chair, with Stoller and Lazarus continuing as treasurer and secretary. The officers formed the executive committee. Four new members were added to the board: Kristi Birch of Eagan, Joan Griffin of Minneapolis, Lee Johnson of North Oaks, and Matthew Murray of Mankato. Later in the spring Granger left the board and Stoller replaced him as associate chair. Lee Johnson was elected treasurer. In August Angela Cavender Wilson joined the board. At that time also a policy was implemented of having reciprocal representation with the board of the Minnesota Archaeological Society. Rodney Johnson from the MAS joined the board of the IMA, and Rhoda Gilman was elected to the board of the MAS. In September the IMA was saddened by the sudden death of Kristi Birch, who, as a teacher, had been deeply interested in the organization's work with schools.

Intensive work continued throughout the spring on the LCMR project, and the web site was completed and opened by the July deadline. The final product documented for both professionals and the public all of the archaeological sites and research done in three areas of Minnesota along the Mississippi River: the Red Wing locality, the Metropolitan area, and the headwaters. To complete the story and fill the gaps left along the upper river between Anoka and Crow Wing as well as below Lake Pepin, a further LCMR grant was requested without success.

A concerted effort was made in 1999 to expand recognition and support of the LEHP as a cultural and educational resource. A midsummer board meeting and open house at the site was followed up with visits and tours by other groups and by an extensive geophysical survey of known or suspected historic features on the site. Outreach efforts resulted in a commitment by the Minneapolis *Star Tribune* to run a featured series suitable for school use on "The Mystery of Little Elk." It appeared the following spring.

This activity coincided with a drive by foundations and agencies to develop historical and eco-tourism on the Upper Mississippi. In Little Falls a collaborative network of private and public resources under the name Great River/Great People had been formed through the efforts of Jan Warner. Its proposal to create an inventory and build consciousness of natural and cultural resources along the river received a planning grant from the McKnight Foundation. The IMA became its fiscal agent and took an active part in implementing the work.

Early in the year the IMA board had learned indirectly that a new organization, Hem Group, Inc., had been formed and was sharing space and equipment with HFS. Its purpose and the relationship of the two corporations were unclear to the board. An inquiry directed to HFS by the IMA's attorney received no reply. In the fall the managers of HFS requested that the IMA approve an intercreditor agreement that would ease their cash-flow problem. This was rejected on the grounds that as proposed it would dilute the IMA position of first creditor. At the end of December a royalty check was received unaccompanied by the usual financial information.

2000

Changes in the board at the opening of the new year included the departure of Maurie Lazarus and Chris Wilson and the addition of Jack K. Johnson. Gilman continued as chair, Lee Johnson and Matthew Murray continued as treasurer and secretary, and Dan Loritz became associate chair. Later in the year Elise Aune, preservation officer for the Mille Lacs band of Chippewa, was elected to the board.

An increasingly uncertain relationship with HFS and the pressing need for independent fundraising occupied the attention of the board through most of the year. On the recommendation of treasurer Lee Johnson the IMA commissioned an independent audit of HFS. It was completed in September after some delay that resulted from missing documents. A month later, HFS defaulted on its payment under the purchase agreement and requested that further payments be postponed until April. It was also stated that Hem Group, which had been formed for the purpose of selling GIS services to real estate purchasers, had ceased operations. Whether it had drained resources from HFS remained an unanswered question. Although the IMA had the legal right to repossess its property and close down HFS, the board accepted assurances of good faith and hope from Kim Breakey, who by the end of the year, had become CEO of Hemisphere Field Services.

Meanwhile Dan Loritz, chair of the board's fundraising committee, had outlined a comprehensive campaign. Preliminary to it was writing a long-range plan, and Gilman once more turned to the task, aided by a committee that included Murray, Nodland, Birk, and Joan Griffin. Their draft was adopted by the board in April. The next step was production of an updated and compelling brochure. This was written and designed during the summer and printed in the fall. Meanwhile proposals to the LCMR and the NEH met with no success, although a few modest grants and personal contributions were received. Doug Birk, working on a series of small contracts, also brought some income to the organization. Two cooperative agreements with the National Park Service assigned him to research, interpretation, and preservation work at Grand Portage National Monument and Voyageurs National Park.

Ongoing IMA programs were maintained during the year, including volunteer nights, public lectures, and interpretation on the Cannon Valley Trail. A display was constructed to highlight IMA participation in the joint Midwest Archaeological and Plains Anthropological conference held in St. Paul in November. Activities in the Little Falls area continued with a guided canoe trek on the Mississippi in May and employment of an organizer for the Great River/Great People project, which received an additional grant of \$85,000 from the McKnight Foundation. The only IMA field work was a brief expedition made on invitation of the Three Affiliated Tribes of the Fort Berthold Reservation to a site in the North Dakota badlands. There, at Duskwalker's Village, an all-volunteer crew led by Nodland carried out a remote sensing survey and made a small surface collection.

In the fall Gilman initiated plans for seeking a state appropriation to support work at the LEHP. She received advice from John Wood, retired business manager and legislative liaison of the Minnesota Historical Society, who suggested a simultaneous move to have the site named to the state Register of Historic Places. Legislators from the area were contacted, and measures were framed in anticipation of the 2001 legislative session.

2001

The slate of officers remained unchanged at the opening of 2001. Angela Wilson was dropped from the board as a result of her move to Arizona, but she was invited to return whenever that became possible. Kurt Leichtle of River Falls, Wisconsin, joined the board in April.

Negotiations with Hemisphere Field Services concerning the default on payments and necessary amendments to the sales and royalty agreements continued through the IMA's attorney, Tom Fafinski. These were hampered by a lack of communication and financial documentation from HFS. Board member Bill Lundquist offered and was authorized to meet personally with Breakey and to try to work things out informally. In March Breakey proposed monthly payments of \$2,000, but the board rejected this as inadequate and asked instead for a payment of \$10,000 to meet immediate IMA expenses. This was received in May, and the board then moved to install at HFS its own financial and management consultant to assist Breakey and to learn more clearly the actual business situation of HFS.

Meanwhile efforts at the legislature had been partially successful. The LEHP was placed on the state Register of Historic Places, thus becoming eligible in future for state appropriations. Persistent lobbying by Gilman, Birk, and Nodland and the assistance of Senator Don Samuelson also produced an immediate appropriation of \$50,000.

Improvements at the LEHP were already under way. With materials and a crew donated by the Minnesota National Guard at Camp Ripley, Birk oversaw the installation of fencing and an entrance gate. Those were in place for a board meeting and open house held at the site in July. A planning committee of local people and IMA representatives was formed, and in the fall months the state appropriation was used to stabilize buildings, improve roadways and parking spaces, and extend the trail system with a footbridge over a frequently flooded area. At the same time discussions were held and estimates obtained for a bridge over the Little Elk River that would give pedestrian access to both parts of the site.

Elsewhere stringent economy was practiced. Storage and lab facilities at the Anderson Center in Red Wing were closed to save rent, and collections and equipment were moved to the already crowded IMA space in St. Paul. No independent field programs were undertaken.

By late August no change in the situation at HFS could be seen. The board realized that the IMA itself faced insolvency within a month or two and moved ahead quietly to foreclose upon HFS. A court hearing was set for the morning of September 11, 2001. Action was delayed by the disruptions accompanying that day's attacks on the World Trade Center and the Pentagon, but within a week the assets of HFS had been physically moved to rented space in the Allen Building adjacent to the IMA office.

The legal owner of the repossessed property was IMAC. That corporation had never been dissolved and still existed on paper. Several IMA board members had been named as officers, and Beth Nodland was its secretary. The equipment and physical property it acquired was worth relatively little. The principal value of HFS was in its existence as an operating business with accounts receivable, contracts to fulfill, and a list of customers. Therefore the IMA board was faced with a crucial choice.

There were three possibilities: With no other sources of regular income, the IMA might sell what property it could at auction, find suitable caretakers for its collections and the LEHP property, and close up. A second choice was to downsize to a skeletal organization and concentrate what resources might be found on preserving and interpreting the LEHP. A third option was to revitalize IMAC and attempt to carry on

and expand the existing CRM business. This offered a possible steady source of support and a future for the IMA and its mission.

The stakes in the last course were high and so were the risks, especially for a small company, but the board of the IMA was almost unanimous in agreeing on it. The board of IMAC was increased to five, and the IMA chair, associate chair, and treasurer were appointed, as were Beth Nodland and Stuart Stoller. Nodland was made temporary CEO.

The closing months of 2001 saw hectic activity in dealing with contracts, legal challenges, and reorganization. Kim Breakey was retained temporarily to oversee completion of an ongoing survey for Grasslands Pipeline in North Dakota, and other former HFS staff were also employed. Impressed with the energy and efficiency shown by Nodland in handling the difficulties, the board voted her a bonus and offered her the choice of continuing as executive director of the IMA or becoming the permanent CEO of IMAC. She opted for the latter.

2002

The final year of the IMA's existence opened with optimism. Dan Loritz became board chair and Gilman served as associate chair. Stoller replaced Lee Johnson as treasurer and Joan Griffin was elected secretary. Biloine (Billie) Young of St. Paul joined the board, and Larry Granger returned to it. Bill Lundquist retired and was named an honorary life director.

Nodland, acting as temporary director of IMA, reported enthusiastically on the excellent new staff she had assembled for IMAC and the infrastructure she was putting in place. The Grasslands survey had been successfully completed, and there was every prospect that a follow-up contract would be forthcoming. Other contracts, too, appeared nearly certain. The only ominous note was in the usual cash-flow area. Since IMA had virtually no income, it had been necessary to dip into dedicated funds. These would have to be repaid as soon as IMAC could declare a dividend.

The first priority facing the board was to find a new executive director. An ad hoc personnel committee of Gilman, Young, and Granger took on the task. In May they hired Kristen Schzomler, who a decade earlier had directed the IMA's education program. The expansion of IMAC had made new quarters necessary, and Schzomler's first weeks were absorbed in overseeing IMA's part in the move of both organizations to a larger space at 750 Transfer Road in the Midway district of St. Paul.

A few small contracts were received by IMAC, but the larger ones anticipated remained anticipated in a slowing economy. Again the question arose of whether to close immediately and take the inevitable losses or to risk still more. Painfully, the decision was made to gain time by leveraging the IMA's principal asset. The LEHP was mortgaged to Community Loan Technologies for a sum of \$150,000 and a later unsecured loan of \$100,000 was received from Cherokee State Bank with the pledge of IMA's credit as well as that of IMAC.

Meanwhile the worsening situation led to dissension within the IMAC staff. Lori Kartman was fired, and as the summer progressed, a number of others left. By September it was clear that the payroll for those remaining could not be met, and the company was effectively closed down. A personal loan from one of the board members covered payment of salaries already earned to those who were laid off, with the exception of Nodland.

A renewed grant from the McKnight Foundation allowed the IMA to continue its work with the Great River/Great People project. This and several ongoing contracts enabled it to keep a staff of four people, including Schzomler and Birk. In November Schzomler went on unpaid maternity leave. A small 20th Anniversary celebration held at the home of board member Billie Young on November 17 included warm memories of IMA activities in better days, but for those who knew the situation, it was a bittersweet occasion.

There remained hope that operations could continue at a greatly reduced level, or at least that the organization could be closed in an orderly fashion and its obligations met. That, too, was disappointed. A five-year lease had been signed for the office and warehouse space at 750 Transfer Road, and the best arrangement that could be made was payment of a lump sum equal to several months rent and immediate vacation of the premises. The money was put together from several sources, including dedicated funds and a gift from a generous board member, and in a frantic three-week period staff, board, and other loyal volunteers loaded files, library, collections, and supplies into boxes and hauled them to various locations. Fortunately, some of it was still packed from the previous move. Furniture and equipment judged to be saleable went to an auction house or a few private buyers, and the rest was crammed into storage pods.

2003

On the advice of attorney William Kampf the board delayed filing for bankruptcy. Meeting on January 26, it resolved: "That in view of present debts and insolvency, it is the intention of the board of directors of the Institute for Minnesota Archaeology to dissolve the organization at such time in the future as the issues of responsibly preserving the archaeological collections, records, and sites in its care have been fully and adequately dealt with." At the same meeting it was further resolved "That it is the highest priority of the board to ensure the permanent protection of the Little Elk Heritage Preserve in accordance with the covenant under which it was entrusted to the IMA."

The following nine months were consumed in achieving those goals. Three long-time friends of the IMA, Tom Trow, Deborah Schoenholz, and Maurie Lazarus, none of whom was formally a member of the board, stood by and gave vital help during the process. Dozens of others also volunteered hours of time in sorting through some three hundred boxes of unweeded records and files.

The Trust for Public Land, heir to the Minnesota Parks Foundation, which had originally saved the LEHP, expressed an interest in acquiring it. An independent appraisal was paid for by one of the IMA board members, and the LEHP was conveyed to public trust for a sum of \$267,500. The amount would have been far greater had the land not been covered by a preservation covenant. With the help of the state archaeologist's office, the Minnesota Historical Society, and the Science Museum of Minnesota, all archaeological collections and site files were placed in proper care and will be available for study in future.



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