

INSTITUTE OF AMERICAN INDIAN AND ALASKA NATIVE CULTURE
AND ARTS DEVELOPMENT

**PLAN
2017**

**BUILDING A FOUNDATION FOR
THE NEXT 50 YEARS**

As approved by the Board of Trustees on October 12, 2012

INTRODUCTION

On July 31, 2012, the President's Cabinet and representatives from student government, faculty, admissions, human resources and facilities met in an all-day retreat to review progress on Plan 2012 institutional priorities. The group determined that several had been accomplished, several are still in progress and new ones are necessary. Particular emphasis was placed on making sure that the priorities were strategic rather than operational and that progress toward completion could be measureable. Vision and mission statements, mission objectives and core values remain unchanged.

Each division/department will develop annual work plans as in previous years to outline their work toward Plan 2017, listing strategic projects that they will undertake to meet the priorities. A new work plan format has been adopted which will facilitate reporting requirements and measuring progress toward completion.



HISTORY OF IAIA

The Institute of American Indian Arts was established in 1962 during the administration of President John F. Kennedy and opened on the campus of the Indian School in Santa Fe, New Mexico. Under the leadership of Dr. George Boyce, Lloyd Kiva New and others, the Institute embodied a bold and innovative approach to arts education. Many of the four-thousand students who have since attended IAIA have gone on to earn recognition as acclaimed artists, writers, educators and leaders in their professions.



In 1975 IAIA became a two-year college offering degrees in studio arts, creative writing, and museum studies. It was accredited in 1984 by the Commission on Institutions of Higher Learning of the North Central Association of Colleges and Schools (now the Higher Learning Commission) and by the National Association of Schools of Art and Design (NASAD). IAIA was subsequently accredited in 2001 to award baccalaureate degrees as a four-year college. Today IAIA offers both two- and four-year degrees in Creative Writing, Indigenous Liberal Studies, Museum Studies, New Media Arts, and Studio Arts.

In 1986 Congress established IAIA as the Institute of American Indian and Alaska Native Culture and Arts Development. IAIA thus became one of only three congressionally chartered colleges, and the only national center of research, training, and scholarship for Native Americans devoted solely to American Indian and Alaska Native arts and culture, recognized by Congress as “our only native art form and cultural heritage.”

In 1992 IAIA relocated the IAIA Museum to downtown Santa Fe. As the nation’s leading exhibition facility for contemporary art by Indigenous artists, the Museum also houses the National Collection of Contemporary Indian Art. The museum underwent an extensive renovation in 2004 and in mid-2005 reopened as a dynamic setting for exhibitions, educational programs, and cross-cultural dialogue.



In 2000 the Institute’s academic campus moved to its permanent home on 140 acres just south of Santa Fe. Today the campus consists of several state of the art buildings that include a library, academic and administrative center, residence hall, family housing, a science and technology building, a sculpture and foundry complex, and the Center for Lifelong Education, a conference and cultural learning center.

OUR VISION

To be the premier education institution for Native arts and cultures

OUR MISSION STATEMENT

To empower creativity and leadership in Native arts and cultures through higher education, lifelong learning and outreach

OUR MISSION OBJECTIVES

Prepare our students for success and leadership reflecting Native cultures and values

Provide culturally based programs that fulfill the physical, social, emotional, intellectual and spiritual needs of our students

Offer the highest quality educational programs incorporating innovative teaching, critical inquiry and intergenerational learning

Provide training and outreach as a 1994 land grant institution that promotes a sense of place, tribal sovereignty and self-determination

Serve as a national center of excellence in contemporary Native arts and cultures through exhibitions, research, Indigenous exchange and other educational programs

OUR CORE VALUES

Collaboration

Joining together for student success

Excellence

Upholding high standards for students, faculty and staff

Respect

Fostering an understanding of cultures, perspectives and identities

Integrity

Demanding honesty, accountability and responsibility to oneself and the world at large

STRATEGIC THEMES

These five themes guide IAIA's planning, establishing priorities and developing new annual work plans.

1.0 ENHANCING SUSTAINABILITY

Sustainability is being effective stewards of IAIA's financial, human, physical and natural resources in ways that minimize impact on the environment and ensure the future viability of IAIA. Sustainability also pertains to being responsive and accountable to our students and various stakeholder groups through the use of technology, supporting Native arts and cultures and advancing the careers of IAIA students in the new economy.

2.0 IMPROVING COMMUNICATIONS

IAIA must increase its visibility and outreach to tribes, communities, alumni and local, state and federal governments. This will be accomplished through improving external communication, enhancing community service programs and scheduling campus events open to the larger community. Internal communications initiatives include team building, interdisciplinary conversations about student success efforts and student learning outcomes, recruitment and retention of students and faculty and staff, and listening to the voice of students.

3.0 CREATING A CULTURE OF EVIDENCE AND ACCOUNTABILITY

IAIA will use technology to generate data to be used in decision making and budgeting processes. For example, student learning outcomes data will improve curriculum and classroom practices and also to re-allocate resources to those activities that advance the mission and programs of the institution. Creating a culture of evidence requires that IAIA set standards, expectations and evaluations for all divisions and departments of the institution.

4.0 IMPROVING STUDENT SUCCESS

Each unit has a responsibility to establish outcomes and measurable objectives that contribute to student success. Data will be used to track and retain students. For example, academic departments will determine student learning outcomes and objectives that are measurable and that proceed from a well-articulated philosophy of education. This philosophy of education will be shared by all units across the campus and will result in an environment that fosters learning and supports high quality teaching. Improving student success demands that students have access to technology and that all units encourage creativity.

5.0 FOSTERING A COMMUNITY OF LEARNERS

Faculty, staff and administrators share the responsibility for creating a community that supports lifelong learning for all. The IAIA community strives to retain talent at all levels of the institution. Cross training, networking, professional development, service to the community and attention to health and wellness are all strategies to foster a learning community.

STRATEGIC THEMES AND INSTITUTIONAL PRIORITIES

Enhancing Sustainability

- 1.1. Implement plan for green campus development to reduce carbon footprint.
- 1.2. Develop and implement an all-hazards emergency management plan.
- 1.3. Implement a comprehensive fundraising plan to increase support from communities, alumni, foundations and tribal, state and federal governments.
- 1.4. Develop a strategic enrollment management plan that will lead to 700 FTE by 2017.
- 1.5. Implement a plan for staff and faculty professional development and retention.
- 1.6. Develop and implement a Financial Stewardship Plan for the Institute.

Improving Communications

- 2.1. Develop policies and procedures manuals for those divisions and/or departments that need them.
- 2.2. Implement a marketing, public relations and communications plan.
- 2.3. Build participation in and ownership of the college community.

Creating a Culture of Evidence and Accountability

- 3.1. Share information more fully and easily.
- 3.2. Establish the Office of Institutional Research as the data clearinghouse.
- 3.3. Collect data to improve programs.
- 3.4. Ensure that policies and procedures uphold high standards of ethical behavior.
- 3.5. Understand and track what our graduates are doing and how they perceive their IAIA experience.

Improving Student Success

- 4.1. All academic and administrative units will develop and assess student learning outcomes.
- 4.2. Expand internship and service learning opportunities for students.
- 4.3. Implement career exploration and placement programs for students.

Fostering a Community of Learners

- 5.1. Implement a plan for shared learning among the campus community.
- 5.2. Seek IACET accreditation.
- 5.3. Expand international opportunities for faculty, staff and students.
- 5.4. Build our capacity as a 1994 land grant institution.