



Photo by Jason Ordaz

Institute of American Indian and Alaska Native Culture and Arts Development



Virtual Board of Trustees Meeting
May 14, 2021

Table of Contents

Agenda May 2021	3
Board Materials	
Future Meeting Dates	5
Board Committees	6
2020-2021 Board Goals.....	7
Executive Summary: IAIA Marketing Assessment from MABU	9
Meeting Documents	
Minutes from February 2021	
Committee Meetings and General Session	22
Resolutions	
Resolution FY 2021- 006 - 2nd Quarter Gift Acceptance.....	28
Resolution FY 2021- 007 - Title III Endowment.....	30
Resolution FY 2021- 008 - MFA in Cultural Administration.....	31
Resolution FY 2021- 009 – Vaccination.....	37
Board Reports	
President’s Report	38
Institutional Research	43
Marketing and Communications	46
Sponsored Programs.....	51
Academic Affairs	57
Alumni Council	68
Enrollment Management.....	69
Finance and Administration.....	74
Financial Statements March 30, 2021.....	81
Institutional Advancement	90
Museum of Contemporary Arts.....	93
Student Life.....	101

**INSTITUTE OF AMERICAN INDIAN AND ALASKA NATIVE
CULTURE AND ARTS DEVELOPMENT**

**Virtual BOARD OF TRUSTEES MEETING
MAY 2021**

Monday, May 10, 2021

Virtual President's Circle

5:30 PM – 6:30 PM

Friday, May 14, 2021

**Combined Committee and General Session Meetings
11:00 AM – 11:55 AM**

(Board resolutions will be moved and voted on as they arise, rather than at the end of the meeting)

- I. Call to order – Loren Kieve, Chair
- II. Invocation
- III. Determination of a Quorum
- IV. Approval of Agenda
- V. Approval of Minutes – February 2021
- VI. Committee Reports and Action Items
 - Institutional Advancement, JoAnn Balzer, Chair
 - CCS Fundraising
 - Scholarship Event
 - 50th/60th Anniversary
 - Foundation Update

Town Hall Meeting with Staff

12:00 PM – 1:00 PM

**Combined Committee and General Session Meetings (continued)
1:00 PM – 3:00 PM**

- VI. Committee Reports and Action Items (continued)
 - Finance Committee, Ann Marie Bledsoe Downes, Chair
 - Resolution FY 2021- 006 - 2nd Quarter Gift Acceptance
 - Resolution FY 2021- 007 -Title III Endowment
 - Academic Affairs Committee, Princess Johnson, Chair
 - Academic Division
 - ❖ Resolution FY 2021- 008 - MFA in Cultural Administration
 - Enrollment Management
 - Student Life Division
 - ❖ Resolution 2021-009 - Vaccination
 - Museum Committee, Beverly Morris, Chair
 - MoCNA: Third-Best Art Museum

- VII. Reports
 - President's Office
 - Institutional Research
 - Marketing and Communications
 - Office of Sponsored Programs
 - Finance and Administration
 - Academic Division
 - Student Life
 - Student Success
 - Advancement/IAIA Foundation
 - Alumni Council
 - Museum of Contemporary Native Arts
- VIII. Old Business
- IX. New Business
- VI. Executive Session (*if necessary*)
- VII. Adjourn

Saturday, May 15, 2021

Virtual Commencement Ceremony	11:00 AM – 1:00 PM
--------------------------------------	---------------------------



IAIA Board of Trustees 2021-2022 Schedule of Meetings

May 14, 2021	Friday	Virtual General Session	11:00 a.m. – 12:00 p.m.
		Virtual Town Hall with Staff	12:00 p.m. – 1:00 p.m.
		Virtual General Session (cont.)	1:00 p.m. – 3:00 p.m.
May 15, 2021	Saturday	Virtual Commencement	11:00 a.m. – 1:00 p.m.
<i>*Due to the COVID-19 Meetings and Commencement are Virtual</i>			
August 18, 2021	Wednesday	IAIA Gala	5:30 p.m. – 9:00 p.m.
August 19, 2021	Thursday	Board Retreat/General Session	9:00 a.m. – 4:00 p.m.
August 21-22, 2021	Sat/Sun	Indian Market	10:30 a.m. – 3:30 p.m.
<i>*Travel Days: Tuesday, August 17th or Wednesday, August 18th, and Friday, August 20th</i>			
<i>(*Meeting dates and times subject to change)</i>			
November 12, 2021	Friday	Committee Meetings	9:00 a.m. – 4:00 p.m.
November 13, 2021	Saturday	General Session	9:00 a.m. – 12:00 p.m.
<i>*Travel Days: Thursday, November 11th and Saturday, November 13th (late afternoon) or Sunday, November 14th</i>			
<i>(*Meeting dates and times subject to change)</i>			
February 18, 2022	Friday	Committee Meetings	9:00 a.m. – 4:00 p.m.
February 19, 2022	Saturday	General Session	9:00 a.m. – 12:00 p.m.
<i>*Travel Days: Thursday, February 16th and Saturday, February 18th (late afternoon) or Sunday, February 19th</i>			
<i>(*Meeting dates and times subject to change)</i>			
May 19, 2022	Thursday	Committee Meetings	9:00 a.m. – 4:00 p.m.
May 20, 2022	Friday	General Session	12:00 a.m. – 4:00 p.m.
May 21, 2022	Saturday	Commencement	11:00 a.m. – 1:00 p.m.
<i>* Travel Days: Wednesday, May 18th and Saturday, May 19th (late afternoon) or Sunday, May 20th</i>			
<i>(*Meeting dates and times subject to change)</i>			
August 17, 2022	Wednesday	IAIA Gala	5:30 p.m. – 9:00 p.m.
August 18, 2022	Thursday	Board Retreat/General Session	9:00 a.m. – 4:00 p.m.
August 20-21, 2022	Sat/Sun	Indian Market	10:30 a.m. – 3:30 p.m.
<i>*Travel Days: Tuesday, August 17th or Wednesday, August 18th, and Friday, August 19th</i>			
<i>(*Meeting dates and times subject to change)</i>			
November 4, 2022	Friday	Committee Meetings	9:00 a.m. – 4:00 p.m.
November 5, 2022	Saturday	General Session	9:00 a.m. – 12:00 p.m.
<i>*Travel Days: Thursday, November 3rd and Saturday, November 5th (late afternoon) or Sunday, November 6th</i>			
<i>(*Meeting dates and times subject to change)</i>			

IAIA Board of Trustees Committees and Liaisons

May 2021

Executive Committee Dr. Robert Martin, President Loren Kieve, Chair Beverley Morris, Vice Chair Ann Marie Downes, Treasurer Debby Goodman, Secretary JoAnn Balzer, Member at Large	Academic Affairs Committee Felipe Colon, Interim Dean Princess Johnson, Chair Ann Marie Downes Brenda Kingery Larry Roberts Matt Snipp
Audit Committee Lawrence Mirabal, CFO Bidtah Becker, Chair Barbara Ells Charlie Galbraith	Finance Committee Lawrence Mirabal, CFO Ann Marie Downes, Chair Charlie Galbraith
Museum Committee Patsy Phillips, Director Beverly Morris, Chair Bidtah Becker Andrea Burgess Barbara Ells Charlie Galbraith Princess Johnson Larry Roberts Matt Snipp	Institutional Advancement Committee Suzette Sherman Interim Director, Institutional Advancement JoAnn Balzer, Chair Bidtah Becker Barbara Ells Charlie Galbraith Beverly Morris
Accreditation Liaisons Bill Sayre, Director, Office of Institutional Research Ann Marie Downes, Chair Andrea Burgess Barbara Ells Matt Snipp	President Martin's Annual Evaluation Loren Kieve, Board Chair Larry Roberts, Chair Ann Marie Downes Beverly Morris
Gala Board Liaisons Suzette Sherman Interim Director, Institutional Advancement Roanna Shebala, Alumni Relations Officer JoAnn Balzer Barbara Ells Beverly Morris	Honorary Doctorate Board Representatives Dr. Robert Martin, President Bidtah Becker Andrea Burgess Larry Roberts Foundation Board Liaisons Suzette Sherman Interim Director, Institutional Advancement Barbara Ells Beverly Morris

INSTITUTE OF AMERICAN INDIAN ARTS

2020-2021 BOARD GOALS

Institutional Advancement Committee

- Each Board member makes a commitment of time, treasure, and/or talent in support of IAIA's advancement plan and goals. Make an annual gift that is personally significant. Host at least one event annually to educate your friends/prospective donors about IAIA's mission, programs, and case for support.
- Approve IAIA's fundraising plan.
- Engage in appropriate advancement and outreach efforts with donors, alumni, and other IAIA stakeholders. Assist in the identification of prospective donors by identifying at least five prospects. Accept a select portfolio of donors for stewardship and cultivation.
- Continue to strengthen the partnership with the IAIA Foundation Board. The Board will invite the Foundation Board of Directors Chair and representatives to attend regularly scheduled Board of Trustee meetings. The Foundation Board will invite Board members or liaisons to the Foundation meetings.

Audit Committee - Multi-Year Goals

SY 2020-2021

- Establish a committee charter that clearly defines the Committee's role and authority. This way, there is always a clear roadmap even when changes to membership occur.
- Create a calendar for review of auditors, according to generally accepted best practices.

SY 2021-2022

- Have training on the review and understanding of the yearly financial audit for all trustees. Aimee and Larry can lead one, and the auditors could conduct a second session

SY 2022-2023

- Over the course of four quarters, review audit committee best practices as defined by NACUBO (Nat' l Association of College & University Business Officers). A proposed approach is for the Committee to break up the duties/best practices into 1/4ths and tackle a fourth of them each quarter

Finance Committee Goals

- Establish a committee chartered by May 2021 that outlines the roles and responsibilities of the Finance Committee.
- Conduct training at the finance committee and board level during the 2021 and 2022 academic years on how to interpret financial statements, understanding the budget process, and board responsibilities in the oversight of the investment portfolio. (We would use the next year to establish the training plan, including timeline, trainers, etc.)
- Identify opportunities to increase collaboration between the audit and finance committees by May 2021.
- Meet at least three times a year in between scheduled Board meetings as a committee starting in 2021.

Museum Committee

- Create vital partnerships with art collectors to build and enhance the museum's collection.
- Host a reception in 2022 to celebrate the museum's 50th anniversary and IAIA's 60th birthday.
- In order to increase Trustee involvement with the museum, the Committee will meet at least three times a year to plan the reception event and review collection areas in need of enhancement.

Academic Affairs Committee

- Meet at least three times a year in between scheduled Board meetings as a committee
- Increase the Board's relationship with faculty, staff and, students by guest speaking at various events hosted by the following: Faculty, Staff Council, Student Success Center, or Associated Student Government
- Increase board involvement in distance learning by providing recorded or live lectures regarding their backgrounds and areas of experience/expertise
- Annual recruitment training will be conducted in which recruitment materials and schedules of recruitment trips and venues will be provided to Trustees.
- At least one member of the Committee will attend the annual Higher Learning Commission Conference on Accreditation each year.



INSTITUTE OF AMERICAN INDIAN ARTS (IAIA)

Strategic Marketing Plan Review & Recommendations



IAIA

INSTITUTE OF
AMERICAN INDIAN ARTS

CONDUCTED BY AGENCY MABU

Section 1: Executive Summary

The following summary of research findings is grouped into four (4) categories: Leadership Input, Marketing Documents, Marketing Materials, and Internet Research. The detailed findings for each of these categories is provided in Section III of the report titled “Detailed Research Findings.”

LEADERSHIP INPUT:

An initial discovery meeting was conducted on November 18, 2020 with Dr. Robert Martin, IAIA President, and Eric Davis, IAIA Director of Marketing and Communications. During the meeting, the participants confirmed the purpose of the project, discussed past and present marketing efforts, and determined the methodology to be used in conducting the market research and assessment activities.

A contract was finalized in mid-December at which time Agency MABU conducted a series of executive interviews with the following leaders from IAIA:

JoAnn Balzer, <i>Board of Trustees (Member at Large)</i>	Felipe J. Estudillo Colón, <i>Associate Professor of Museum Studies – Interim Academic Dean</i>
Matthew Eaton, <i>Assistant Professor, Studio Arts, Sculpture and President of Faculty Council</i>	Lara M. Evans, <i>Associate Professor, Interim Research Center Director and IAIA Artist-in-Residence Program Director</i>
Danyelle Means, Director, <i>Office of Institutional Advancement and Executive Director, IAIA Foundation</i>	Paul C. Moore, <i>Interim Dean of Students – President of Staff Council</i>
Patsy Phillips, <i>Director, IAIA Museum of Contemporary Native Arts (MoCNA)</i>	Manuel Ramirez, <i>Alumni Council</i>

A standardized survey consisting of a dozen questions was used for each interview (Attachment A). Here is a summary of the key findings.

- IAIA is a one-of-a-kind institution of higher learning. It is the nation's only Native American fine arts college. Furthermore, IAIA is the only congressionally chartered Native American college, whereby trustees of the board are appointed by the President of the United States
- The leadership team fully supports plans to improve IAIA's marketing and communications efforts, especially in relation to branding, student recruitment, museum support, and fundraising.
- IAIA has built a positive reputation as a premier educational institution for Native arts and culture.
- IAIA has an opportunity to co-market the college, museum, and Santa Fe community as a three-fold approach toward attracting more students, faculty, alumni, and donors.

- IAIA needs to expand its reach to enhance funding for employee wages and benefits, as well as student scholarships.
- A lack of on-campus housing may limit IAIA from growing its onsite student body. This challenge is compounded by the higher-than-average cost of living in Santa Fe, NM.

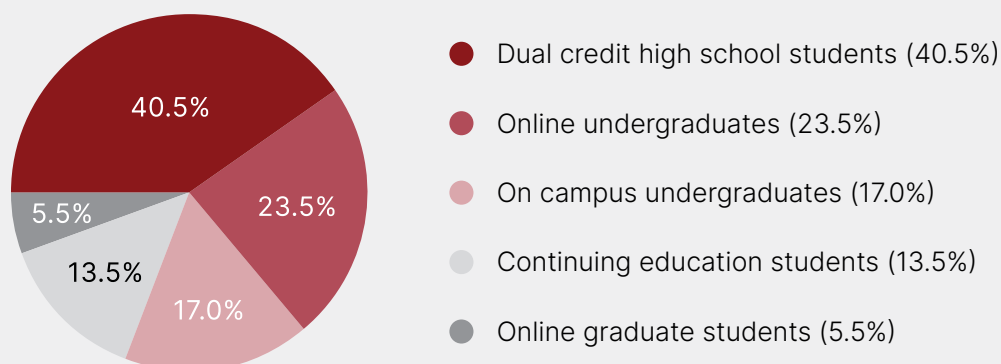
In addition to conducting these executive interviews, Agency MABU interviewed Loren Kieve, Chair of the Board of Trustees, and Eric Davis, Director of Marketing and Communications. They provided additional information and insights into IAIA's strategic plans and desired outcomes.

MARKETING DOCUMENTS REVIEW:

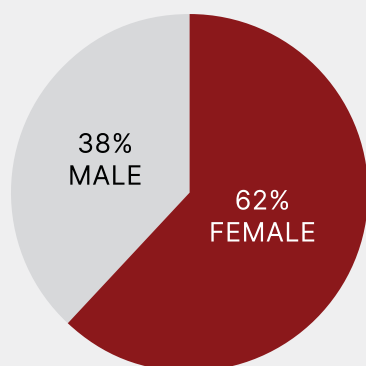
The primary documents reviewed as part of this assessment include: IAIA's Mission & Institutional Profile, IAIA's Comprehensive Strategic Marketing and Communications Plan, and IAIA's Marketing and Communications Department's Policies & Procedures. The main findings are as follows:

- As of the fall semester 2020, the student body averages 24 years of age, and is defined by the following demographic profile:

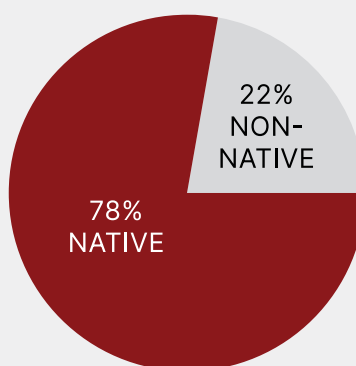
ENROLLMENT STATUS



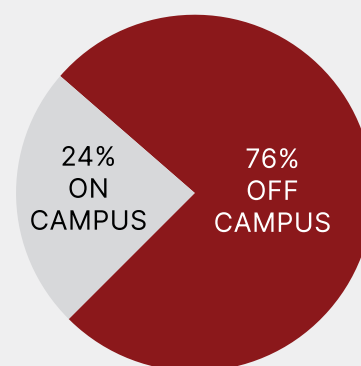
GENDER



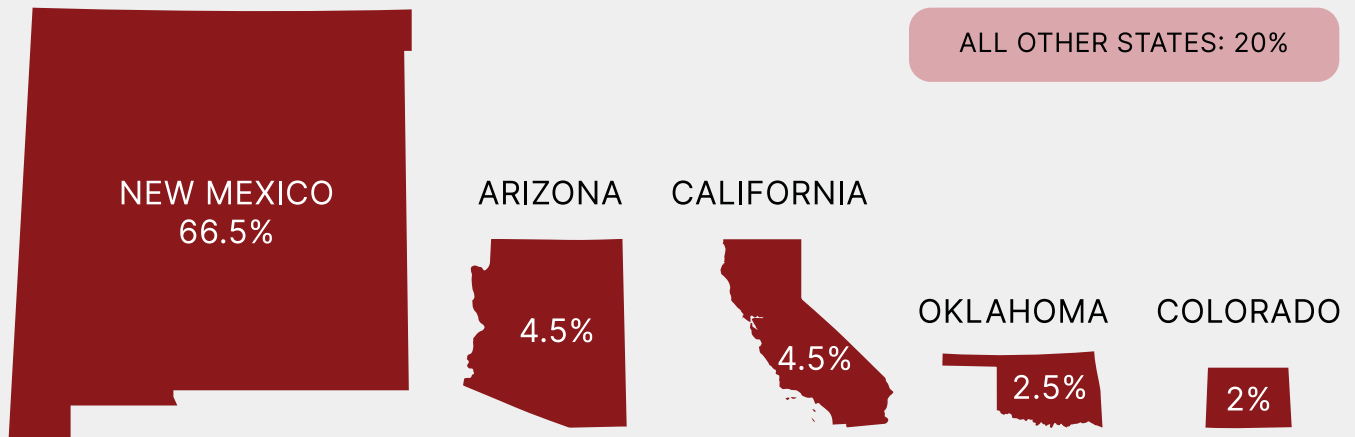
ETHNICITY



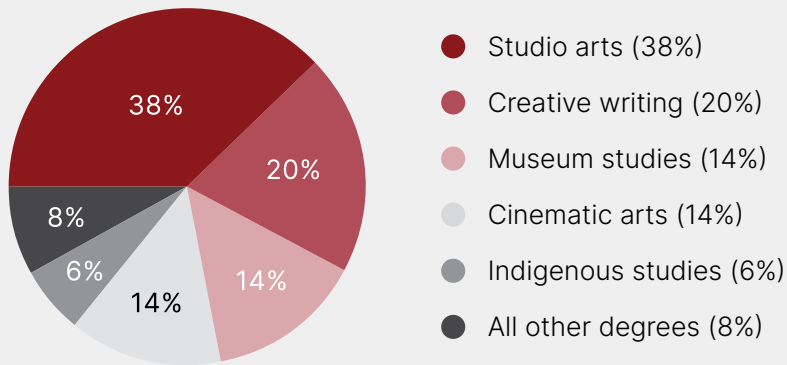
LOCATION OF STUDY



STATE OF ORIGIN



FIELD OF STUDY



- The existing draft of IAIA's Comprehensive Strategic Marketing and Communications Plan needs work. While the document addresses several important elements of a plan, it is missing critical information such as measurable goals, media plans, timelines, and budget parameters. The findings and recommendations contained in this report can be used by IAIA to expand and enhance the existing draft of the Comprehensive Strategic Marketing & Communications Plan. Creating a more comprehensive plan will provide IAIA with a solid framework from which to effectively conduct and measure its marketing and communications efforts.
- The policies and procedures document used by IAIA's Marketing and Communications Department is excellent. The document serves as a shining example of a comprehensive policy and procedure manual for institutions of higher learning.

MARKETING MATERIALS REVIEW

Our team conducted a thorough review of IAIA's website, public information materials, and social media presence. In general terms, the marketing materials are top notch. They are professional in both appearance and content. The website, social media channels, and marketing materials provide a positive reflection of the unique mission, services, programs, facilities, and people of IAIA.

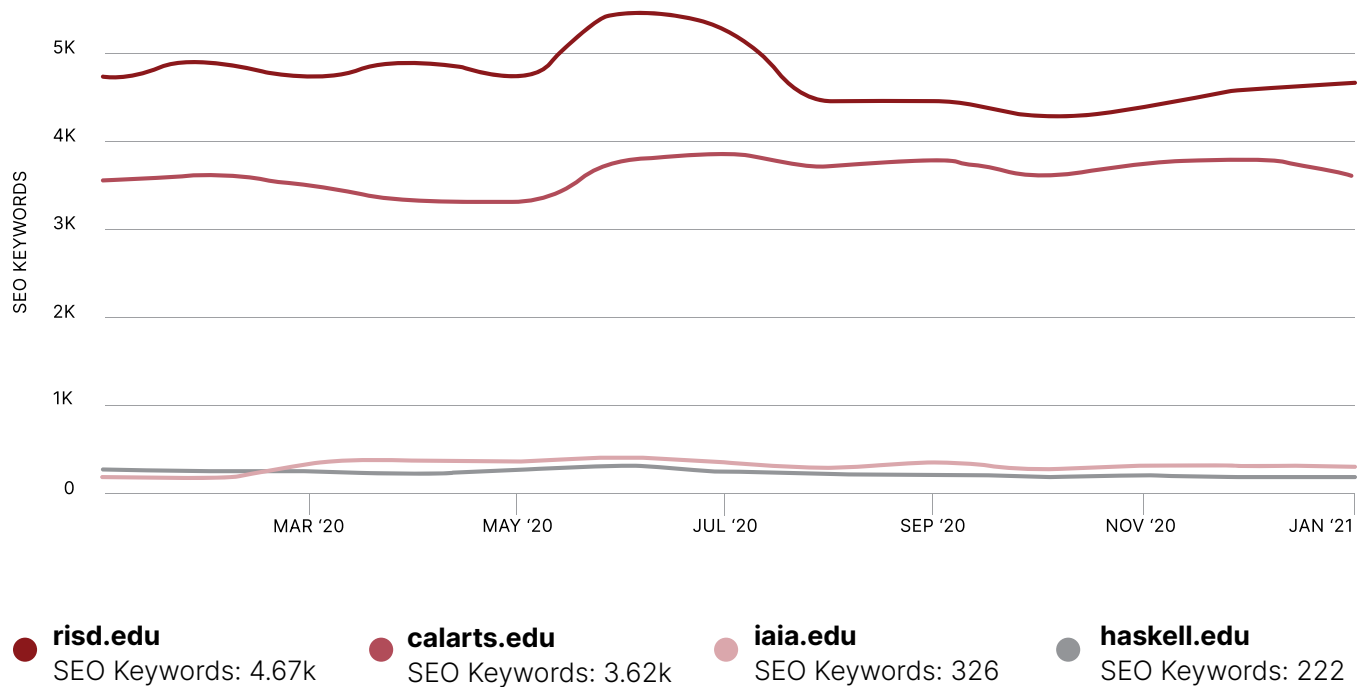
With this in mind, we offer the following observations regarding the strengths, weaknesses, and opportunities for improvement.

- IAIA's website is rich in content, however, there exists a need to improve the user experience. The navigation scheme is quite confusing. The site would benefit greatly from a redesign of the navigation scheme, as well as a reorganization of the content.
- The photography used throughout the various marketing materials is excellent.
- IAIA's style/editorial guide provides excellent direction in terms of branding; however, there exists a great deal of inconsistency in the use of brand elements described in the style guide.
- The recruitment video has many strengths. The cinematography, on the whole, is very good. The video emphasizes the value of an IAIA education. However, the visual brand of IAIA could be stronger within the video.
- Our team is impressed with IAIA's social media presence. There is a consistent use of brand elements across all platforms as well as the content being shared. Additionally, a noticeable call-to-action (CTA) is present for many posts (i.e., encouraging the audience to click through to the IAIA website for more information).
- IAIA's primary social media usage is on Facebook and Instagram. Both channels indicate that IAIA is doing an excellent job posting engaging content on a frequent basis. IAIA also has an active LinkedIn account with engaged followers on this platform.
- In terms of opportunities for improving the social media presence, we recommend IAIA consider condensing the amount of post text to ensure a quicker read. Many of the posts contain a long narrative which could, instead, be used as a blog post on your website. You could then post a short two-three sentence "teaser" on social with a link to click to "read more" on your website.
- Continue tracking the ROI of the efforts including engagement, leads, website traffic, etc., to ensure that the effort you are putting in to connecting with your audience is paying off.

INTERNET RESEARCH

Our team conducted internet research to assess the online presence of the following competitors of IAIA:

- Rhode Island School of Design
- California Institute of the Arts
- Haskell Tribal College
- University of Wyoming.



The chart below shows where IAIA's website ranks organically over the last year in comparison to the other schools. You can see that IAIA ranks low in comparison to Rhode Island School of Design and California Institute of the Arts; however, IAIA is ranking slightly above Haskell Tribal College.

In addition to conducting competitor research, our team also researched best practices relating to higher education marketing. The following list provides a summary of the findings:

- Build a digital-friendly brand. A higher education institution must be associated with consistent, high-quality education, and alumni success. Showcasing the quality of programs, using testimonials, data, and facts helps to build a strong brand.
- Conduct market research to discover what appeals to your target audiences. For example, statistics are appealing to students searching for a college. Showing student-to-professor ratios, quality of professors, and placement of graduates is often viewed by students as quality content.
- Standardize the key performance indicators (KPIs) and create a centralized place for measuring the effectiveness of your marketing efforts.
- Live streaming of content is an emerging digital marketing strategy for higher education recruitment campaigns.
 - This includes the use of live streams, fleets and stories on Facebook, Twitter, and Instagram.
 - A few marketable ways colleges are using these tactics are Q&A sessions, sporting event live streams, and even sitting in on a classroom experience.
 - Live streams are becoming more authentic since the Covid-19 pandemic has limited opportunities to visit campuses.

- Use social media to reach past, present, and future students. Examples of content include:
 - Feature Successful Alumni – Higher education is an investment in your future.
 - Feature Student and Faculty – Groundbreaking research or assignments deserve credit.
 - Feature your Campus – Attractive campus? Dining? Dorms? Campus environment is part of the college decision process.
 - Showcase Campus Life – Show friends having fun experiences at IAIA. It will help prospective students envision a bright and social future there.
 - Dedicated Hashtags – Develop a unique college hashtag that can be recognized by students, faculty, and the public.

Section II: Conclusions & Recommendations

The Institute of American Indian Arts (IAIA) is poised to significantly improve its marketing and communications efforts. IAIA possesses the core ingredients required for improved marketing performance: effective leadership, meaningful points of difference, solid reputation, high quality services, and dedicated faculty and staff, including a team of three (3) in-house marketing and communications professionals.

Based on the research finding summarized in Section I, and more fully described in Section III, our team offers the following conclusions and recommendations to strengthen IAIA's Comprehensive Strategic Marketing and Communications Plan:

CONCLUSION #1: The existing draft of IAIA's Comprehensive Strategic Marketing and Communications Plan (CY 2021-2023) provides an impressive list of general ideas relating to goals, strategies, and tactics for building awareness and support for IAIA among target audiences. However, in our consulting team's opinion, the existing plan is somewhat short on substance and specificity.

Recommendation: Expand the content of the existing plan by adding vital information that is currently missing such as:

- **Measurable Goals:** Establish measurable goals relating to brand awareness, student enrollment (online and onsite), museum engagement (membership & visitation), and fundraising efforts (grants and donations).
 - The goals should include growth metrics and timelines such as: Increase overall museum memberships by 3% by December 31, 2023.
 - If metrics do not currently exist for some of the areas of promotional emphasis, establish a benchmark by which to set goals such as: Conduct market research by June 30, 2021, to determine the current level of IAIA's brand awareness among target audiences. Then use the benchmark to set a growth goal to be accomplished by December 31, 2023.
- **Promotional Calendar:** Create an annual promotional calendar describing the various activities to be conducted throughout the remainder of 2021. Update the calendar annually. The calendar should include all planned activities relating to advertising, publicity, website enhancements, events, collateral material development, social media expansions, target-audience marketing, etc. The promotional calendar can serve as a checklist for monitoring and measuring progress on implementing the plan.
- **Branding:** The sections within the existing plan that address branding and messaging should be expanded to more fully describe IAIA's differentiators, elevator statement, spokespersons and messengers, target audience personas, and key messages relating to each audience. The existing plan contains minimal information relating to branding strategy, brand identity, and key messaging.

- **Budget Parameters:** Add a section to the existing plan that describes the budget parameters for the main expense categories (e.g., labor, advertising, promotions, sponsorships, website, consultants, printing, mailing, etc.). Include a breakout of the various line items for planned media expenditures for publications, newspapers, radio, and digital channels.

To assist in expanding the content of the existing Marketing and Communications Plan, we have provided a sample “Table of Contents” in Section III of this report. This is the standard outline that our team uses in researching and writing Strategic Marketing and Communications plans.

CONCLUSION #2: The goal of this project is to improve IAIA's organizational capacity to increase brand awareness, student enrollment, and fundraising. With this in mind, our team studied the resources allocated to the marketing and communications function. We determined that the current level of staffing is comparable to, if not slightly higher, than other organizations of similar size and service.

The Marketing and Communications Department is currently staffed by three marketing professionals: a full-time Director, a full-time Associate Director, and a full-time Social Media Specialist (a position that is currently funded through a grant which is set to expire in February 2022). The Director of Marketing and Communications reports to IAIA's President which, in our team's opinion, is an ideal place for the marketing function on the organizational chart.

The annual operating budget of the Marketing and Communications Department is roughly \$208,000, of which roughly 75% is for labor, 10% is for consultants/contractors, 9% is for advertising/promotions, and the remaining 6% is for website, printing, and other miscellaneous expenses. This budget represents approximately 1.4% of IAIA's total operating budget/funds of \$14.9 million.

In addition to the centralized Marketing and Communications department, several other departments have budgets supporting targeted areas of emphasis, namely student enrollment, museum promotions, and fundraising. These departments work closely with the Marketing and Communications Department to coordinate and maximize IAIA's funds.

Recommendation: Our team recommends maintaining the Marketing and Communications Department's current level of staffing at 3.0 FTE's. This recommendation includes making the social media specialist position permanent when the current grant expires. In terms of the non-labor budget allocated to the Marketing and Communications Department, we recommend gradually increasing the percentage from roughly 1.4% to 1.5% of IAIA's total operating budget. Such an increase would result in the Marketing and Communications Department's annual operating budget increasing from \$208,000 to \$223,500. This change would allow the department to make the Social Media Specialist a permanent position, as well as provide some additional non-labor funds for advertising, promotions, and sponsorships.

This recommendation is based on industry benchmarks that are used in establishing marketing and advertising budgets. These benchmarks vary from one industry to the next (e.g., education vs. retail vs. manufacturing), as well as from one institutional type to the next (e.g., non-profit vs. for-profit,

private vs. public, etc.). Therefore, no hard and fast rules exist. However, according to the last CMO (Chief Marketing Officer) survey, which is conducted annually by Duke University, Deloitte Consulting, and the American Marketing Association, marketing budgets range from 1% to 12% of an organization's total revenues, with an average investment level of 8.6%. Service-based industries such as education and healthcare tend to invest on the lower end of the range (e.g., 1-3%), whereas industries such as consumer goods and services tend to invest on the higher end of the range (e.g., 10% or more). By establishing a budgeting benchmark of 1.5% of total revenue/operating budget, IAIA will be approximately in the middle to the range for colleges and universities.

Another benchmark that is sometimes used to determine marketing budgets for institutions of higher education comes from the Brookings Institution. The Brookings study looks at marketing expenditures in relation to a college's total number of students. Once again, the findings vary significantly from one organization to the next; however, the investment typically ranges from \$500 - \$1,000 or more per FTE student. Based on IAIA's current enrollment level of 480 FTE students, the current level of investment is \$433/FTE. Under the proposed budget, the investment would increase to \$465/student. Once again, this could place IAIA in the middle of the range for colleges and universities.

CONCLUSION #3: Ideally, IAIA's marketing and communications efforts should support the organization's strategic plan and annual goals. To this end, IAIA's current strategic plan titled "Plan '22," identifies a priority to "build institutional capacity for growth." One of the five (5) targeted areas for growth is defined as "Implementing a marketing and communications plan to brand and promote IAIA."

Furthermore, the 2019-2020 Board of Trustee's Goals include the directive to "Participate in at least one project to build IAIA's national visibility and outreach."

Recommendation: The Marketing and Communications Department, working in conjunction with the Communications Committee, should identify at least one major project to serve as a catalyst for building IAIA's national visibility and outreach in the next year. Here are a few examples of ideas that might qualify for such a project.

- **Strategic Partnerships:** Proactively seek out and secure 2-3 strategic partners who could showcase the artwork of IAIA's students, alumni, and faculty. The contemporary art produced daily by IAIA is an untapped resource that other organizations would gladly feature on their websites, social media sites, conferences, and other special events. By showcasing IAIA's works of art and culture in association with other high-profile organizations would expand IAIA's stature and presence. Partnering with organizations like Indian Country Today (ICT), the National Congress of American Indians (NCAI), or the Association of American Indian Affairs (AAIA) could expose new audiences to the creative works of IAIA's students, alumni, and faculty. This idea may also open new doors for grant writing and fundraising.
- **60th Anniversary:** Develop and deploy a plan to celebrate IAIA's upcoming 60th anniversary. Such a plan would be led by administration and coordinated by a task force with representatives from IAIA's past and present. Examples of activities to be conducted include

a signature event, a commemorative coin, a history book, and a capital campaign.

- National Ad Campaign: Conduct a national advertising campaign designed to attract major donors to support IAIA's various scholarship funds. An alternative area on which to focus such a campaign could be to seek funds to establish a new Native Research Center.
- Hybrid degree program: Develop and market a hybrid college degree program that primarily features online classes which are supplemented by occasional on-campus course work requirements. Such programs appeal to students who do not want to move away from home, yet they desire to connect in a meaningful way with the college. A hybrid program builds on the trend toward online learning and also addresses IAIA's challenges relating to limited on-campus housing and higher cost of living in Santa Fe, NM. Such a program is already being successfully implemented at IAIA with its MFA program. This idea could be extended to one of IAIA's undergraduate programs as a way to significantly grow enrollment numbers.
- User-generated content: Develop a new program that encourages IAIA students and alumni to become brand ambassadors by creating content to be shared and featured on IAIA's website, social media channels, recruitment videos, advertisements and earned media stories. Such a program would require a coordinated effort involving policy development, student/alumni recruitment, approval processes and incentives.

CONCLUSION #4: IAIA's website contains an extensive amount of high-quality text and images; however, the content is organized using a confusing navigation scheme that includes multiple lists and duplicative menus. This creates confusion for website visitors and makes it difficult to find information in a quick and easy way.



As depicted in the following screen shot, the primary navigation is located on the left side of the home page. It includes a flyout menu that is activated when visitors move their mouse over the list of menu choices.

The website also contains two (2) other navigation areas. One is located at the top of the website and includes choices highlighted in red that are also included on the primary navigation panel. Another secondary menu appears underneath the featured photo on each page after a visitor selects a choice on the primary menu. This secondary menu includes the same information as the flyout menu associated with each listed item on the primary navigation.

Although flyouts and secondary menus can help visitors understand their location within a website, they can also cause visitors to get lost if given too many choices. With this in mind, IAIA should explore ways to simplify its navigation scheme. Under the current navigation structure, website visitors may be overwhelmed by the high number of list and menu options.



Recommendation: Redesign and redeploy IAIA's website using a more simplified navigation scheme. The new structure should focus on creating an improved user experience, especially for prospective students and supporters (e.g., donors, volunteers, alumni, and partners). Here's an example of a user-friendly navigation scheme from a tribal college located on the Fort Berthold Indian Reservation (<https://nhsc.edu/>).



CONCLUSION #5: There exists a lack of target audience research to assist IAIA in decision making relative to branding, messaging and media usage.

Recommendation: Conduct target audience research to assess perceptions, attitudes, and behaviors of target audiences. Prospective student could be surveyed using one or more research methodologies such as focus group sessions or online surveys.

CONCLUSION #6: IAIA places emphasis on using traditional mediums for both publicity and advertising (e.g., publications, newspapers, radio, and websites).

Recommendation: Expand the marketing mix to include search engine optimization (SEO), search engine marketing (SEM) and other digital mediums (e.g., Google Adwords, Google Display, retargeting, geo-fencing, social media boosted posts, text messaging, etc.).

OTHER CONCLUSIONS & RECOMMENDATIONS: Additional ways in which IAIA may improve its marketing and communications efforts include:

- Update the style/editorial guide to refresh IAIA's branding. Put measures in place to assure consistent application of the guide.
- Explore ways to expand student recruitment and outreach efforts (e.g., college fairs, high school visits, campus tours, international visits, webinars, online tours, etc.).
- Create separate sections of the marketing plan to address enrollment, fundraising, employee relations, museum visitation, and workforce recruitment.
- Clearly identify 2-3 target audiences on which to focus IAIA's student recruitment efforts (e.g., southwest region, contemporary arts, online students, two spirits, etc.).
- Explore ways to expand IAIA's Constant Contact database, as well as use other cloud-based software to support its marketing efforts (e.g., Hootsuite, HubSpot, Salesforce, etc.)
- Position marketing and communications as everyone's responsibility within the organization. This may include expanding and more actively involving the Communications Committee in the marketing plan. Keep in mind that it is important to involve stakeholders from administration, admissions, financial aid, museum, alumni, etc.
 - Creating teams to work on different aspects of the marketing plan helps to get others invested in the process. They also bring insight into how to make things more successful because they are personally involved.
 - Once the student recruitment plan is completed, be sure to share it with the entire staff of all three departments and reinforce their role in implementing the plan. It is a group effort to make it a success.

INSTITUTE OF AMERICAN INDIAN ARTS
VIRTUAL BOARD OF TRUSTEES MEETING
COMMITTEE MEETING AND GENERAL SESSION

Friday, February 12, 2020

LKN Welcome Center Board Room

11:00 PM – 3:00 PM

Board Members:	Loren Kieve, Chair Charles Galbraith Dr. Matthew Snipp JoAnn Balzer	Dr. Robert Martin Larry Roberts Brenda Kingery Bidtah Becker	Beverly Morris Andrea Burgess Princess Johnson Barbara Ells
Absent:	Dr. Deborah Goodman	Ann Marie Downes	
IAIA Staff:	Angie Brown Laurie Logan Brayshaw Nena Martinez Anaya Danyelle Means Beth Karevicius Jesse Morris Tatiana Lomahaftewa-Singer Manuela Well-Off-Man	Dr. William Sayre Patsy Phillips Eric Davis Elissa Walker Aimee Balthazar Anthony Cocoa Todd Spillman Peter Romero	Larry Mirabal Paul Moore Felipe Colon Roanna Shebala Anita Gavin Elissa Wheeler Esteban Moreno Winoka Yepa
IAIA Foundation:	Stock Colt, Chair	Lorraine Gala Lewis	
Guests:	Audrey Jaramillo, Scott Eliason, and Justin Mehnert, Jaramillo Accounting Group Lyndsay Blok, Senior Vice President, CCS Fundraising		

I. Call to Order

Loren Kieve, Chair, called the meeting to order at 1:03 PM (MST)

II. Invocation

Beverly Morris provided the invocation.

III. Determination of a Quorum

Loren Kieve, Chair, determined that a quorum was present.

IV. Approval of Agenda

Loren Kieve approved the agenda.

V. Approval of Minutes

A motion to approve the minutes of the November 2020 meeting was made by JoAnn Balzer and seconded by Princess Johnson. The vote was unanimous.

VI. Committee Reports and Action Items

Audit Committee - Bidtah Becker, Chair

Audrey Jaramillo, Scott Eliason, and Justin Mehnert of the Jaramillo Accounting Group presented the complete IAIA audit results. The full audit and management reports were submitted to the Board.

There were no material weaknesses or significant deficiencies to report and no current year findings. Prior year findings have been resolved.

The most considerable addition to the audit is the increase in unearned revenue due to the COVID Relief Emergency Federal Appropriations and COVID RELIEF Act Grants for institutional aid for students, noted in the education stabilization line.

There were two low-level Management recommendations addressed with the appropriate staff in the following areas:

- Insurance of the Museum Permanent Collections.
- IAIA Foundation Transferring of the amounts "due to" the Institution.

The Institute is in a fortunate position with no reductions in staffing.

The Committee brought forward the following resolution for consideration:

Bidtah Becker moved to accept **Resolution 2021-001 – FY 2020 Audit Acceptance:**

Be it resolved that the Board of Trustees of the Institute of American Indian and Alaska Native Culture and Arts Development concurs with the recommendation of the Chief Financial Officer and accepts said audit for FY'2020.

Second: Barbara Ells

Outcome: Passed by unanimous approval.

Finance Committee – Larry Roberts on behalf of Ann Marie Bledsoe Downes, Chair

Larry Mirabal provided the following budget summary and project updates.

- Expenses are tracking at 6% under budget in the first quarter of FY21. IAIA remains on target for maintaining a balanced budget and hitting its reserve allocation amount of \$251,605.
- IAIA has received 70% of its FY21 appropriation revenue through forward funding.
- The College sees the Pandemic's effect on other revenue centers, including room and board, conference services, and auxiliaries, are behind their normal levels.
- There are new line items that include two federal COVID-relief funding sources and a \$5 million gift from McKenzie Scott.
- The museum shop continues to remain behind budget projections.
- The Campus Bookstore's overall net results are close to where they were last year because of the textbook program's success.
- The Santa Fe Institute has expressed interest in returning to IAIA in a limited capacity to house 10 participants on Campus for several weeks.

The Committee brought forward the following resolutions for consideration:

Resolution 1st Qtr. Gift Acceptance

JoAnn Balzer moved to accept **Resolution 2021-002 FY'2021-1st Quarter Gift Acceptance.**

Be it resolved that the President of the Institute of American Indian Arts has reviewed and recommends the acceptance of the gift donations to the IAIA Trust from October 1, 2020, through December 31, 2020, which are listed below:

4th Quarter (October 1- December 31, 2020)

Gifts of \$ 5,211.614

\$ 20,262 Scholarships & Endowments

\$ 5,005,000 General Donations & Museum Memberships

\$ 186,352 Grant Proceeds and Temporarily Restricted Gifts

Seconded By: Bidtah Becker

Outcome: Passed by unanimous vocal approval.

Resolution to transfer \$2.8 Million Gift to Endowment

Beverly Morris moved to accept **Resolution 2021-003 – \$2.8 Million transfer of MacKenzie Scott Gift to Endowment.**

Be it resolved that the Board of Trustees of the Institute of American Indian and Alaska Native Culture and Arts Development approves the transfer of \$2.8 million of the Mackenzie Scott gift in the temporarily restricted account to the quasi-endowment for investment in the larger endowment asset pool.

Seconded By: Larry Roberts

Outcome: Passed by unanimous vocal approval.

Academic Committee, Princess Johnson, Chair

- Princess Johnson reminded the Board that the Honorary Doctorate nominations are due on March 1. She asked for volunteers to serve on the Honorary Doctorate selection committee; Larry Roberts, Andrea Burgess, and Bidtah Becker volunteered.
- Felipe Colon reported that the Mellon Foundation is looking at providing support in developing the Research Center Project. Mellon cannot provide capital funding but may provide funding for a Fellowship Program, moving the archival collection, acquiring equipment, and initial staffing support. Lara Evans is preparing a proposal to the Mellon Foundation to address the specific funding areas they can support.
- Margaret A. Cargill's Philanthropies (MACP) Capacity Building grant for \$600,000 ends December 31 of this year. MACP has IAIA on a schedule for a future Capacity Building Grant for 2023, with the gap year for developing priorities for IAIA's application for their Capacity Building funding.
- James Lujan is developing a course to encourage IAIA students to enter into Broadcast Journalism through NBC Universal.

Student Success/Enrollment Management

Nena Martinez Anaya provided the following enrollment updates.

- Enrollment for Spring 2021 is 421, which increased from the anticipated count of 415.
- The Continuing Education program has increased 16% for Spring 21 from Spring 20.
- The number of continuing undergraduate students has decreased by 7% from Spring 20.

Student Life Division

Paul Moore shared the following student life updates.

- The counseling program has interviewed two interns; one is an IAIA Alumni.
- Four more students have inquired and are in the process of completing their applications to return to Campus.
- Facilities hired a contractor to install space heaters and a shaded covering for the Café patio.

Institutional Advancement, JoAnn Balzer, Chair

JoAnn Balzer commended IAIA on the success of the first-ever Virtual President's Circle Event featuring Dr. Martin and retired Academic Dean Charlene Teters on February 10. She encouraged the Foundation and the Board of Trustees members to share their perspective donors' lists at the Next President's Circle event.

Danielle Means introduced the following new Advancement Staff; Beth Karevicius, the Special Events Manager, and Estevan Moreno, the Advancement Services Manager.

Stock Colt, Foundation Chair, provided a summary of the Foundation Plan created to enhance funding for IAIA. He introduced Lindsay Blok, Senior Vice President of CCS Fundraising, to discuss their role in supporting the new foundation plan. She shared that their focus will be on the major gift's effort. They will perform peer reviews of other colleges, look at staffing, their board's involvement, and interview IAIA staff, Trustees, and Foundation Board Members to understand various processes. CCS will schedule an Education and Training Session for the Foundation Board and Trustees to look at the philanthropic landscape. By the end of March, CCS will provide IAIA with a peer report to include analysis and a development plan.

Museum Committee, Beverly Morris, Chair

Beverly Morris toured the Linda Lomahaftewa and the Michael Nahmingha exhibits at MoCNA. The Linda Lomahaftewa tour is available on the app, and Michael Nahmingha's show will be available in a few weeks.

Patsy Phillips shared that the Ford Foundation has awarded MoCNA \$1.6 million; they will receive the funds in increments of \$400,000 over the next four years. Part of the funds will go toward hiring three new employees: a full-time Assistant Curator, a part-time Membership/Program Coordinator, and a part-time Security Guard. Another portion of the funding will cover the exhibition's costs and bring in artwork from other countries.

The \$15,000 contribution from Barbara and Robert Ells will go towards paying work-study and student interns.

MoCNA received a grant from Art Bridges, which will fund the Action Abstraction exhibition tour to Massachusetts, Colorado, Pennsylvania, Illinois, and Arkansas.

VII. General Session

President's Report

Dr. Martin shared that IAIA has received \$713,430 from the Department of Education 89% fund; \$171,000 has been allocated toward Student Emergency Aid. The Education TCU MSI, Minority Serving Institutions Fund, has not been released; however, we expect to receive approximately \$2.3 million. The MSI funds are allocated based on the same formula as Title III funding and allow more latitude in spending. The BIE TCU funds are currently on hold because a Tribal President is protesting Fond du Lac Tribal and Community College's eligibility to receive BIE funding since they are neither BIE-operated nor funded. If they are ineligible, then the Interior's Solicitor is questioning whether IAIA is as well. Carrie Billie, AIHEC President & CEO, IAIA, and Fond Du Lac Tribal and Community College will respond to the Solicitor's Office letter and wait for the Interior's final determination regarding our eligibility.

During the New Mexico Legislative session IAIA requested \$700,000 for the Research Center's renovation; \$ 200,000 was recommended by the Legislative Finance Committee. IAIA will seek support from legislative sponsors to restore the \$500,000 to support the renovation.

Larry Roberts suggested nominating President Biden to be this year's Honorary recipient and keynote speaker or selecting the First Lady if the President is not available. Dr. Martin, Larry Roberts, and Loren Kieve will prepare the invitation. The Board agreed to move forward on the request for nominations to select a second nominee.

Institutional Research

There were no questions for Dr. Bill Sayre's Institutional Research Report. Dr. Sayre announced that he would be retiring in May. He then introduced the ATD Minute to the board, highlighting a data piece of information to stimulate conversation about persistence. He then asked the following ADT Data Minute question, "Of the degree-seeking students in Fall 2020, who didn't graduate, what percentage persisted into the spring semester?" The correct answer is 79%, Princess Johnson was closest, with her response of 80%.

Marketing and Communication

There were no questions for Eric Davis' Marketing and Communication Report.

Office of Sponsored Programs

Laurie Logan Brayshaw shared that Johnathon Breaker continues to bring new programs and alumni instructors into the Continuing Education Program. The Land Grant team will collaborate with the Continuing Education Program to offer agriculturally-based programming.

Associated Student Government

The Associated Student Government (ASG) officer elections did not occur during the Fall semester because of a lack of candidates. Paul Moore recognized Shantel Chee as the only active ASG member since the Pandemic. The deadline for current ASG applications is February 16; hopefully, elections will take place in the next three weeks.

Alumni Council

Roanna Shebala provided the following updates on behalf of Manny Ramirez, Alumni Council President. The Alumni Council is collaborating with Advancement to become more involved with fundraising. IAIA Alumni Council Member George Cramer created a blog to focus on IAIA alumni, students, and staff's work and artistic accomplishments.

VIII. Old Business

No old board business.

IX. New Business

No new board business.

X. Executive Session

No executive session.

XI. Adjourn

Bidtah Becker made a motion to adjourn the General Session at 3:10 PM. Barbara Ells seconded the motion. It was passed by unanimous vocal approval.

VIRTUAL AUDIT COMMITTEE MEETING MINUTES

Wednesday, February 10, 2021

Board Members:	Bidtah Becker, Chair*	Charles Galbraith	Barbara Ells
Staff:	Angie Brown	Aimee Balthazar	Larry Mirabal
	Dr. Bill Sayre		
Guests:	Justin Mehnert, Jaramillo Accounting Group		
	Scott Eliason, Jaramillo Accounting Group		

Call to order: Bidtah Becker, Chair, called the meeting to order at 9:00 AM.

I. Audit Committee: Multi-Year Goals

The Audit Committee reviewed their goals and discussed establishing a committee charter that clearly defines the Committee's roles and authority and creating a calendar for auditors' review, according to generally accepted best practices.

II. Audit Committee: Audit Pre-presentation Meeting

Larry Mirabal stated that the audit had gone very well and introduced Justin Mehnert and Scott Eliason of Jaramillo Accounting Group, who discussed the audit with the Committee. The audit was unqualified, with no significant issues to report.

Mr. Mehnert shared that this year's overall process includes receipt of federal funds. There were some more federal appropriations related specifically to COVID RELIEF FUNDING. Because of the Pandemic, the Institution lost revenue; but overall, IAIA fared well financially.

The audit team will address the following two items with the appropriate staff to strengthen internal controls. MoCNA has engaged the assistance of an outside contractor to inventory and assess the entire permanent collection. The Museum's Permanent Collection is financially recorded at \$6,000,000 and insured for \$10,000,000; the observation is that the collection may be vastly underinsured. The recommendation is for management to review its current insurance to ensure the Institute has adequate insurance coverage for its permanent collection.

The IAIA Foundation has been late in scheduling transfers of funding to the Institute. The recommendation is that the IAIA Foundation develop policies and procedures to strengthen their processes to identify and move the contributions in a timelier fashion.

The Committee adjourned at 9:56 PM

**INSTITUTE OF AMERICAN INDIAN AND ALASKA NATIVE
CULTURE AND ARTS DEVELOPMENT**

RESOLUTION # 2021 – 006

DATE: 05/14/2021

Whereas, the President of the Institute of American Indian Arts has reviewed and recommends the acceptance of the gift donations to the IAIA Trust from January 1, 2021 through March 31, 2021, which are listed below:

2nd Quarter (January 1 – March 31, 2020)

Gifts of \$ 1,786,670	\$ 742,378	Scholarships & Endowments;
	\$ 148,814	General Donations & Museum Memberships;
	\$ 895,478	Grant Proceeds and Temporarily Restricted Gifts

Now Therefore Be it resolved, that the Board of Trustees of the Institute of American Indian and Alaska Native Culture and Arts Development concurs with the recommendation of the President and accepts said gifts.

Offered by: _____

Seconded by: _____

Vote: Aye _____ Nay _____

Attachments: Yes _____ X _____ No _____

Brenda Kingery, Secretary

SCHEDULE OF GIFT REVENUE
For the Quarter Ending March 31, 2021

FISCAL YEAR 2021	IAIA				2nd QTR
<u>IAIA TRUST</u>	<u>Fund</u>	<u>Jan-21</u>	<u>Feb-21</u>	<u>Mar-21</u>	<u>Total</u>
General Endowed Scholarships	1301		26.00	117.00	143.00
Pamela D. Waite Memorial Endowed Scholarship	1308			1,500.00	1,500.00
Gail Bernstein Endowment Scholarship	1384			37,500.00	37,500.00
Linda Metoxen Endowment Scholarship	1385			90,000.00	90,000.00
Kim Denise Willeto Rstrctd Scholarship	1387			5,000.00	5,000.00
IAIA Board of Trustees Endwd Schlrsip	1388		250.00		250.00
Permanent Endowment	1390		170.00	3,559.88	3,729.88
TOTAL ENDOWMENTS		0.00	446.00	137,676.88	138,122.88
Emergency Student Fund	3002		340.00	4,054.75	4,394.75
Andrew Krusko, Sr Memorial Scholarship Fund	3011		2,223.00		2,223.00
General Scholarships	3101		157,078.11	94,063.82	251,141.93
American Indian College Fund	3104	68,393.00			68,393.00
Truman Capote Scholarship	3109			62,000.00	62,000.00
Johnson Scholarship Foundation Entrepreneurship	3134 D		662.01		662.01
IAIA BOT Scholarship Fund	3142			52,000.00	52,000.00
MFA Scholarship Fund	3155		39,127.20	4,663.00	43,790.20
Allan Houser Scholarship	3156			6,300.00	6,300.00
Katharine Scallan Scholarship	3159			57,000.00	57,000.00
Jeri Ah-be-hill Scholarship	3162			1,490.00	1,490.00
NM State Comm. Of N.M.of W. in the Arts Scholarship	3163		2,500.00		2,500.00
Carol Ann Bradley Scholarship Fund	3165			535.00	535.00
B&H Morris Indigenous Liberal Studies Scholarship	3166		5,050.00		5,050.00
Stock Colt Scholarship	3168		5,000.00		5,000.00
George RR Martin Literary Foundation Annual Scholarship	3169			30,000.00	30,000.00
George RR Martin Literary Foundation TuitionScholarship	3170			10,000.00	10,000.00
Charles & Carol Dailey Memorial Scholarship for Museum Studies Students	3172		1,550.00	225.00	1,775.00
TOTAL SCHOLARSHIPS/AWARDS		68,393.00	213,530.32	322,331.57	604,254.89
General Donations	5001			136,753.88	136,753.88
MUSEUM MEMBERSHIP	5004	1,130.00	8,630.00	2,300.00	12,260.00
TOTAL - UNRESTRICTED		1,130.00	8,630.00	139,053.88	149,013.88
Presidents Discretionary Fund	4002			1,500.00	1,500.00
Academic Division-Restricted	4100		50.00	225.00	275.00
Museum Restricted	4200		1,600.00	26,450.00	28,050.00
Continuing Education - RESTRICTED	4810		30.00	135.00	165.00
Museum Studies Department - Trust	4100/178			205.00	205.00
USDOE Title III - Academics Visiting Faculty Program	4430/05	23,133.25		15,385.91	38,519.16
USDOE Title III - Counseling Program	4430/08	2,198.00		14,979.38	17,177.38
USDOE Title III - Fiber Cabling	4430/13	125,271.76		104,867.99	230,139.75
USDOE Title III - EMSI Analyst & Alumni Insight	4430/14	3,353.49			3,353.49
Title III USDOE - MFA Studio Arts Development	4430/16	18,685.04		12,359.66	31,044.70
Title III USDOE - ASL Interpreters	4430/18	3,306.03		254.60	3,560.63
USDOE Title III - Infrastructure Upgrades	4542/05	105,376.08		87,883.89	193,259.97
USDOE Title III - Master Plan	4542/06	9,727.93			9,727.93
USDOE Title III - HVAC Renovation	4542/07	235,702.41		20,586.54	256,288.95
USDOE Title III - Research Center project	4542/08	9,406.70		72,804.83	82,211.53
TOTAL - RESTRICTED		536,160.69	1,680.00	357,637.80	895,478.49
TOTAL CUMULATIVE - QTD		605,683.69	224,286.32	956,700.13	1,786,870.14

**INSTITUTE OF AMERICAN INDIAN AND ALASKA NATIVE CULTURE AND ARTS
DEVELOPMENT**

RESOLUTION # 2021 - 007

May 14, 2021

Whereas, the quasi-endowment is an unrestricted component of the endowment pool, under the purview of the Board of Trustees of the Institute of American Indian and Alaska Native Culture and Arts Development; and

Whereas, the IAIA Board of Trustees seeks to increase its endowment with available Title III funds; and

Whereas, the college intends to designate \$800,000 of the new endowment funds to fulfill a match requirement on the \$1.2M Sam Peterson planned gift, to endow an Art History chair; and

Whereas, the transfer of \$2.8M of the MacKenzie Scott gift in FY2021 will serve as the required match to facilitate the transfer of \$1,034,521 in Title III funding to the quasi-endowment; therefore

Be it resolved that the Board of Trustees of the Institute of American Indian and Alaska Native Culture and Arts Development approves the transfer of \$1,034,522 in Title III funding to the quasi-endowment for investment in the larger endowment asset pool.

Offered by: _____

Seconded by: _____

Vote: Aye: _____ Nay: _____

Attachments: Yes: _____ No: _____ X

Brenda Kingery, Secretary

Date

**INSTITUTE OF AMERICAN INDIAN AND ALASKA NATIVE
CULTURE AND ARTS DEVELOPMENT**

RESOLUTION # 2021 – 008

May 14, 2021

Whereas, the Mission of the Institute of American Indian and Alaska Native Culture and Arts Development is to empower creativity and leadership in Native arts and cultures through higher education, lifelong learning and outreach; and

Whereas, Native American tribes benefit greatly from operating tribal museums and arts programs; and

Whereas, Native American administrators of tribal museums and arts programs are under-represented; and

Whereas, the Institute of American Indian Arts has the capacity and expertise to offer a low-residency Native-centered Master of Fine Arts in Cultural Administration; and

Whereas, the Museum Studies program has amongst its faculty and its graduates many prominent qualified Native Americans who can be called upon to teach in this new program; and

Whereas, the Faculty Council and Interim Academic Dean have reviewed and approved this proposal; and

Whereas, the President of the Institute has reviewed and recommends its approval by the Board; therefore

Be it resolved, that the Board of Trustees of the Institute of American Indian and Alaska Native Culture and Arts Development approves the creation of a low-residency Master of Fine Arts degree in Cultural Administration.

Offered by: _____

Seconded by: _____

Vote: Aye _____ Nay _____

Attachments: Yes X No _____

Brenda Kingery, Secretary

Date

MFA Cultural Administration

A new low-residency MFA in Cultural Administration is proposed, with an anticipated start date of summer 2022.

Rationale

Since 2013, an MFA in Cultural Administration has been under discussion at IAIA. Based upon studies conducted by the Institute for Leadership, Management & Policy, there is a proportionately small number of Native American administrators running and overseeing tribal museums and arts programming; and yet, due to the unique needs of sovereign tribes, there is a great need for tribal leadership in these fields. Heartened by the success of our low-residency craft graduate degrees, IAIA began to move forward in the development of a graduate-level administrative program. With the initial approval of the then Academic Dean Charlene Teters and President Robert Martin, the Museum Studies Department has developed this proposal.

According to 2017 U.S. Census Bureau findings, 19.7 percent of American Indians and Alaska Natives, 25 and older, hold a bachelor's degree or higher, much lower than the national average of 30.9 percent. Coupled with the fact that Native American students are four times more likely to succeed in obtaining a degree when attending a Tribal College or University, this highlights the need for IAIA to offer graduate-level degrees.

Faculty from the Museum Studies program (which includes the Art History faculty) and Indigenous Liberal Studies program have been meeting on a regular basis. Input from faculty from other universities such as Northwest Indian College, the University of Colorado, Sinte Gleske College, and the University of Washington was also sought and considered. Native professionals in the two proposed tracks (tribal museum and cultural center administration and arts administration) were extensively consulted, garnering important insight and direction for the proposed courses.

This program speaks directly to the IAIA enacting legislation language: "The Congress finds that...the enhancement and preservation of this Nation's native art and culture has a fundamental positive influence on the American people (Public Law 99-498 Title XV 56-4401)." The MFA in Cultural Administration will aid us in the fulfillment of this directive.

Description

The program is comprised of coursework and a community-driven project in which the student practices collaborative models of leadership and community support. The degree culminates in a Participatory Action Research (PAR) based thesis. It will be a two-year program, requiring 46 total semester hours.

Students will choose from two areas of emphasis: tribal museum and cultural center administration and arts administration.

Tribal Museum and Cultural Center Administration: Across the globe, cultural museums and cultural centers are becoming extremely popular as audiences seek to understand and appreciate diverse cultures. Additionally, in the current environment, an awareness of the rich fabric of humanity needs to be offered to a wide array of peoples. Tribal museums and cultural centers act as a strong support system for cultural heritage and as a grounding space for cultural events, community meeting places, and places of education for all age ranges and walks of life.

Arts Administration: Arts administration is a field that facilitates art programming within cultural organizations and communities. With the continuing need of tribal communities to be able to support their artists financially and publicly, a culturally centered degree allows students to enter

into the field of arts administration geared towards aiding tribal communities in their impetus to support and advance both their traditional and contemporary Native American art genres – thus, acting as a continuum of Native American culture.

The program begins each academic year with a five-day Summer (pre-fall semester) Residency on the IAIA campus in Santa Fe. During the summer residency, all new and returning students, faculty, and guest lecturers gather for an immersive week of workshops, seminars, presentations, general exams, and thesis defense. The residencies act as a 2-credit course, with required readings prior to each residency.

Learning Outcomes

Graduating students will demonstrate the ability to:

- Assist communities in their impetus to preserve traditional history, art, and culture.
- Support cultural communities'/tribal nations' efforts in sustaining and building strong and vibrant cultural heritage.
- Utilize collaborative-based and community-driven administrative skills regarding the maintenance and preservation of cultural heritage.

IAIA's indigenous assessment model will be used to evaluate the attainment of student learning outcomes. As applied to the MFA, the Program Director would first document and archive graduating student work. The student will present their thesis work to students, faculty, and staff attending the final residency. There, participants discuss and identify what kinds of learning they see exhibited in the theses. A recording of that conversation would be made and transcribed. A second discussion, per our model, would take place, where participants evaluate whether the stated outcomes are being met. In this way, the assessment will be an integral part of each residency and the overall student experience.

Faculty Expertise

IAIA Museum Studies faculty Jessie Ryker-Crawford holds a Ph.D. in Sociocultural Anthropology from the University of Washington with a Certificate in Community Outreach through the Association for Tribal Archives, Libraries & Museums, and can serve as Interim Director.

A permanent director will be appointed and will have a full-time faculty appointment in the Museum Studies Department. A staff position will also be created or will be shared with existing MFA departments. The director will be the instructor of record for the residencies.

Professionals in the museum field who have noted their support, hold terminal degrees, and could serve as potential instructors include:

- Heather Ahtone (Choctaw/Chickasaw, Senior Curator of the American Indian Cultural Center & Museum)
- Mary Bordeaux (Sicangu/Oglala Lakota, Vice President of Programs & Operations of the First Peoples Fund)
- Kelly McHugh (Collections Manager at the National Museum of the American Indian)
- John Whitman (Arts Administrator for the New Mexico Department of Cultural Affairs)

Market Analysis

A formal market analysis will be included in the Substantive Change Application to the Higher Learning Commission for approval, using the Analyst software and data platform developed by

EMSI, a labor market data company. Preliminary results indicate that we will be able to demonstrate a need for the program.

Budget

A complete budget will be included in the HLC application, prepared in collaboration with Larry Mirabal, CFO, and approved by President Martin.

Plan of Study

FIRST YEAR COURSE AND REQUIREMENT INFORMATION	CREDITS
SUMMER SEMESTER	5
CADM501 MFA Cultural Administration Residency I Seminars on Cultural Administration	2
CADM550 Institutional Administration	3
FALL SEMESTER	9
ARTA514 Cultural Arts Policy OR MUSM517 Protocols Surrounding Ethnographical Material	3
ARTA521 Art Marketing & Promotion Management OR MUSM526 Curatorial & Collections Administration	3
CADM532 Collaborative Research for Cultural Heritage Sustainability	3
SPRING SEMESTER	9
ARTA565 Grant Writing for the Professional OR MUSM543 Legal & Repatriation Issues in Museum Administration	3
CADM564 Human Resource Administration & Labor Relations	3
CADM580 Focused Readings & Research	3
SECOND YEAR COURSE AND REQUIREMENT INFORMATION	CREDITS
SUMMER SEMESTER	5
CADM661 MFA Cultural Administration Residency II Seminars on Project-Based Research	2
CADM668 Project Based Community Outreach & Dissemination	3
FALL SEMESTER	9
CADM680 Community Based Internship	4
CADM681 Thesis Production	2
Open Elective	3
SPRING SEMESTER	9
Open Elective	3
CADM695 MFA Thesis	6

New Course Descriptions

ARTA514 Cultural Arts Policy (3 credit hours)

Arts administrators need to be able to plan, implement, and manage art-based projects and programming that both engage and benefit community members. This course delves into the fundamentals of nonprofit arts management, event planning, resource development, community organizing, and public advocacy. Successful policies, practices, and models are reviewed. (Pre-requisite: CADM501 Residency I Seminars on Cultural Administration)

ARTA521 Art Marketing & Promotion Management (3 credit hours)

In this course, students will gain an understanding of art marketing and promotion specific to the needs of organizing and planning special community events. Branding, advertising design, various marketing strategies, and program evaluation will be addressed. (Pre-requisite: CADM501 Residency I Seminars on Cultural Administration)

ARTA565 Grant Writing for the Professional (3 credit hours)

This course is designed to provide students with information on researching grant opportunities, writing grant proposals, and managing grant performance for institutional, community, and individual projects. (Pre-requisite: CADM532 Advanced Collaborative Research for Cultural Heritage)

CADM501 Residency I: Seminars on Cultural Administration (2 credit hours)

This pre-residency course and 5-day residency orientation familiarizes students with Cultural Administration and the department, provides seminars from professionals in the field, offers hands-on, skill-based workshops, and fosters connections with classmates. Essential philosophies and practices of cultural and public administration are introduced.

CADM532 Collaborative Research for Cultural Heritage Sustainability (3 credit hours)

This course is designed to help students develop the skills to conduct community-based collaborative research. Targeted research skills include 1) gaining research experience through the participation in one or more supervised research projects prior to the writing of the thesis; 2) involving students in conducting research early in their master studies; 3) increasing students' research skills, and 4) developing skills in communicating with a host community. (Pre-requisite: CADM501 Residency I Seminars on Cultural Administration)

CADM550 Institutional Administration (3 credit hours)

A pivotal introductory course, Institutional Administration explores the legal management principles and wise practices required of an administrative position, including governance practices, budgeting, programming, PR, marketing, and institutional assessment. Useful tools and techniques will be introduced that aid in the running and support of organizational needs. (Pre-requisite: CADM501 Residency I Seminars on Cultural Administration)

CADM564 Human Resources Management & Labor Relations (3 credit hours)

The basics of the Human Resource Management field will be reviewed, including wise and equitable hiring practices, ethical and legal considerations, labor relations, and performance management. Ongoing HR program assessment and strategic planning will be emphasized. (Co-requisite: CADM550 Institutional Administration)

CADM661 Residency II Seminars on Project Based Research (2 credit hours)

This pre-residency course and 5-day residency seminar prepare students to begin their community fieldwork. Run by professionals in the field, this residency offers hands-on, skill-based workshops and fosters connections with classmates. Essential philosophies and practices of participatory action research are fully explored. (Prerequisite: CADM532 Advanced Collaborative Research for Cultural Heritage Sustainability)

CADM580 Focused Readings & Research (3 credit hours)

Students work closely with their thesis committee members in preparation for their thesis by conducting primary and secondary research on their chosen topic(s) – to be chosen by the student and their thesis committee members – resulting in two potential thesis chapters. (Prerequisite: CADM661 Residency II – Seminars on Project Based Research)

CADM680 Community Based Internship (4 credit hours)

This is a required semester-long internship with the student's chosen host community; students will focus upon conducting meaningful research on a collaboratively arrived-at project or projects. The focus of the internship will be on addressing a community need and developing strategies for leveraging resources in support of the project(s). (Pre-requisite: CADM661 Residency II – Seminars on Project Based Research)

CADM681 Thesis Production (2 credit hours)

This course supports students in the formatting and finalization of their required master's thesis; aid in thesis production is given to the student by an IAIA library faculty-of-record. (Co-requisite: CADM580 Focused Readings & Research)

CADM688 Project Based Outreach & Dissemination (3 credit hours)

This is a seminar course focused upon community-based participatory research (CBPR) fieldwork dissemination. In this course, students work on organizing and facilitating their fieldwork into an educational deliverable for their host community. (Pre-requisite: CADM680 Community Based Internship)

CADM695 MFA Thesis (9 credit hours)

This course is intended for students to finalize their master's thesis. The thesis will include all primary and secondary research, write-up and assessment of the student's internship community work, data analyses, and project assessment. The thesis must follow the requirements of the "IAIA Cultural Administration Graduate Program Thesis Requirements." (Prerequisite: CADM681 Thesis Production)

EDUC589 Indigenous Teaching Models (3 credit hours)

This course gives the MFA student an overview of wise teaching practices, specifically looking towards Indigenous teaching models. These practices should be utilized when sharing and disseminating the student's research findings to the host community. (Prerequisite: CADM501 Residency I Seminars on Cultural Administration)

IDST516 Tribal Sovereignty & Governance Rights (3 credit hours)

This course will delve into the history of tribal governance as designed by pressures from federal Indian law and policy and look to the contemporary issues of tribal sovereignty confronting tribes and tribal government. Tribal governmental policy issues of legal, economic, and socio-political rights will be addressed. (Prerequisite: CADM501 Residency I Seminars on Cultural Administration)

MUSM517 Protocols Surrounding Ethnographical Material (3 credit hours)

"Protocols Surrounding Ethnographical Material" surveys how anthropologists theorize about art and material culture and integrate new methodologies and practices in collaborating on field research with—and disseminating information on cultural material to—originating communities. (Pre-requisite: CADM501 Residency I Seminars on Cultural Administration)

MUSM526 Curatorial & Collections Administration (3 credit hours)

In order to support collections and exhibition departments in their impetus to develop and expand upon their community engagement, museum and cultural center administrators need to be cognizant of each department's roles and responsibilities. This course begins by looking at collections and exhibition practices and then moves into how upper-level administrators can support their growth, outreach, and audience programming ventures. (Pre-requisite: CADM501 Residency I Seminars on Cultural Administration)

MUSM543 Legal and Repatriation Issues in Museum Administration (3 credit hours)

Museum administrators need to be aware of the legal requirements pertaining to their institutional activities. This course focuses upon museum governance, tax-exempt status, federal laws, and both legal and ethical practices concerning exhibits, collections, and artist rights. (Pre-requisite: MUSM526 Curatorial & Collections Administration)

**INSTITUTE OF AMERICAN INDIAN AND ALASKA NATIVE
CULTURE AND ARTS DEVELOPMENT**

RESOLUTION # 2021 – 009

May 14, 2021

Whereas, the protection of the students, faculty, and staff and their families at the Institute of American Indian and Alaska Native Culture and Arts Development is of paramount importance to its mission; and

Whereas, even at high rates of vaccination, the risk of community spread of COVID-19 remains, particularly in settings where community members are in close contact indoors such as in classrooms, studios, the cafeteria, the residence hall, and family housing; and

Whereas, public and private colleges and universities across the United States, including the largest college systems in California and New York, have therefore followed recommended healthcare guidance in requiring that their students to be vaccinated against COVID-19 to protect them, their families, and people they come in contact with, by reducing the risk of serious complications to themselves and other members of the community and to infants, pregnant persons, persons with immunosuppression and medical conditions who cannot take the vaccine; now, therefore,

Be it resolved, that it is the policy of the Institute to require all students, as well as any family members living in the residence hall and family housing, and any contractors, vendors, or others who regularly come onto the campus, to be fully vaccinated against COVID-19, and to provide valid evidence that they have been fully vaccinated for at least two weeks before coming onto campus; and

Be it further resolved, that a person may be entitled to an exemption from these requirements if the person can provide a written statement from a medical provider that the vaccine is contraindicated or considered unsafe for that person; and

Be it further resolved, that a person may be entitled to an exemption from these requirements if that person submits a verified statement of that person's religious belief that prevents that person from being vaccinated; and

Be it further resolved, that any person who obtains an exemption from being vaccinated or has not provided valid evidence of vaccination will be required to undergo regular COVID-19 testing not less than once a week; and

Be it further resolved, that the President of the Institute may provide further guidance and direction on this policy as he deems necessary for the protection of the Institute and the community.

Offered by: _____

Seconded by: _____

Vote: Aye _____ Nay _____

Attachments: Yes _____ No _____

Brenda Kingery, Secretary

To: IAIA Board of Trustees
From: Robert Martin, President
Date: May 2021 Board Report
Subject: President's Quarterly Report

As you know, the IAIA community lost Jeff Kahm very suddenly in March. He was universally respected for his kindness, good humor, devotion to our students, and superb artistic skill. Thank you all for participating in our memorial service.

Mission Objective I: Improve Student Success

A. Increase Resources for Students

- IAIA received a \$63,000 "2021 COVID Aid for Student Success" grant from the American Indian College Fund to be used for retention and recruitment initiatives. We decided to use our funding to recruit first-year students by offering a \$1,000 award incentive to enroll in the 2021 summer bridge program.
- The transfer of \$2.8M of the MacKenzie Scott gift to the endowment will serve as the required match for the transfer of \$1,034,521 in Title III funding to our endowment.
- Shoshana Vegh-Gaynor, Librarian, received a grant from the Art+Feminism funding group to provide a free virtual IAIA Art + Feminism Wikipedia Edit-a-thon focusing on IAIA affiliated women artists in April. The Wiki Edit-a-thon is a collaboration with faculty and classes.
- The Bureau of Indian Education (BIE) /Interior has determined that IAIA is entitled to American Rescue Plan/TCU funds, which is the most recent COVID relief funding. The BIE will distribute our \$6.6 million in the same manner as past CARES funding by providing a check to AIHEC and asking them to pass it through to IAIA.

The BIE still has not decided regarding the \$4.4 million in CRRSAA and CARES funding they are withholding and that we should have received weeks ago, which are in dispute because IAIA is neither BIE operated nor funded.

- U.S. Department of Education 89% Fund provided \$750,000 COVID relief funds for student support and financial aid. The \$4.4 million Minority Serving Institutions –TCU funding expected for IAIA has not been received.

We must follow the Department of Education guidance regarding allowable expenses for COVID relief funds. All expenditures must be directly related to the pandemic, e.g., financial assistance for students, network connectivity, offset costs associated with revenue losses, etc.

We also are funding classroom and studio modifications, renovation required by the Research Center, HVAC updates in older buildings, tables and chairs for outdoor classrooms, a covering and portable heaters for the café patio area, touchless restroom access for doors, sinks, toilets, and paper towel dispensers, and improvements in other areas to keep our community safe.

New construction is not an allowable expense, but prefabricated or portable structures are permitted for storage or for additional classrooms to maintain social distancing. The funds also can be used to discharge student debt, but not student loan debt.

B. Improve retention and completion

- Student enrollment for the 2021 Spring Semester is down nationwide, with a significant decrease for first-year students. We have experienced a reduction in headcount as well as the average number of credit hours in which students are enrolled. The student enrollment for the spring semester is approximately 400 full-time equivalent (FTE).
- IAIA is expecting approximately 72 students to graduate in May. I commend our students for their persistence in the pursuit of their academic goals during this global pandemic.

C. Develop student leadership skills

- Due to a lack of interest, The Associated Student Government (ASG) elections were delayed, but we are hoping to schedule them before the end of the spring semester. Other TCUs have encountered similar challenges during the pandemic with engaging students in governance.
- The art on the cover of the Spring 2021 edition of the Tribal College Journal and on page 8 is by Bryson Meyers, graduating student and IAIA Student-of-the-Year.

D. Promote involvement of IAIA stakeholders in student success

- IAIA's federal student loan cohort default rate has been reduced to 11.1%, which is primarily due to the Student Success Center's outreach and communication initiatives with students.
- The Land Grant Program, in addition to growing fruits, vegetables, and flowers in the greenhouse and campus community garden, is delivering the virtual Junior Master Gardening Program for youth ages 5-17 and incorporating Indigenous concepts and sharing traditions. The team also is working with the Continuing Education Department staff in developing workshops with Indigenous agricultural themes.

The program plans to expand its operations over the next three years. The expansion will include pollination with bats, bees, and birds and increased planting across the campus. They will be organizing physical and educational activities for the summer bridge program, which will assist with the recruitment and retention of students while enriching the IAIA curriculum.

Mission Objective II. Strengthen academic programs**A. Expand interdepartmental engagement in the academic programs**

- Larry Mirabal, CFO, is leading the work of the Research Center design team for the Academic Building. Dyron Murphy Architects have completed the 100% Construction Documents for the building addition, and an RFP was issued for general contractor work on April 12, 2021. Proposals will be reviewed on May 12, 2021, and mobilization by the general contractor is anticipated by the end of May.

Mission Objective IV: Ensure a safe community**A. Promote health, wellness, and safety**

- To improve communication during the pandemic, Town Hall meetings have been held monthly for faculty, staff, and students.
- With Senator Lujan's assistance, Indian Health Service (IHS) responded to our repeated requests to assist with COVID-19 vaccinations. There was a mass

- vaccination event for beneficiary and non-beneficiary faculty, staff, and students at the Santa Fe Indian School Gymnasium scheduled for March 25th and April 15. As an incentive, \$50.00 gift cards were offered to encourage students, faculty, and staff to become fully vaccinated. Thus far, 90% of our faculty and staff have been vaccinated.
- I am extremely grateful to the Department of Health (DOH) for their service to IAIA in providing surveillance testing on campus. They returned to campus to conduct surveillance testing when in-person classes resumed. To date, no positive cases have been reported. Since surveillance testing is a safety precaution, faculty, staff, and students are encouraged to participate even if they have been fully vaccinated.
 - The NM Higher Education Department has requested input as they develop guidance for reopening plans for the summer session and fall semester that ensure the health and well-being of our faculty, staff, and students. In providing that input, we are to use the state's Red-Green framework.

- Santa Fe County is at the Turquoise Level – at Low Risk because we have reached the green level (no greater than 8 cases per 100,000) for two consecutive biweekly map updates. At this level, the college fits in the “all other businesses” category, which is at 75% capacity. Given our square footage on campus, it is relatively easy for us to stay under that cap with the average ebb and flow of our employee attendance on any given day. I am requiring employees to return to work on campus unless they have underlying health conditions or other justifications for working remotely.
- If progress continues in the County and State, we will reopen our campus in June for approved college sanctioned events, but COVID safe practices will remain in effect, including masks, frequent handwashing, social distancing, limiting capacity, and PPE. We also are exploring implementing a policy requiring the COVID vaccine for students residing in housing but with provisions for exemptions.
 - We will continue to follow all public health orders, executive orders, and COVID-safe practices.

B. Strengthen Title IX programs and processes

- With a high percentage of IAIA employees and students either learning or working remotely, Title IX issues and complaints have been minimal for the past year. Laurie Logan Brayshaw, as usual, follows up quickly to in-person, written, and anonymous complaints brought to her attention.

Mission Objective V: Advance contemporary Native arts and cultures

A. Advance scholarship and dialogue on Indigenous arts and culture

- Margaret A. Cargill Philanthropies (MACP) informed us that our funding application was approved for a \$2 million, three-year grant entitled *2021-24 Renewal: Expanding the Footprints of Native Arts & Culture*. The \$300,000 increase in funding will permit us to expand the Artist-in-Residency program and employ an additional administrative staff person to support the program's growth. The grant will continue to fund student internships, a studio art technician, and an acquisitions budget to purchase art for the museum collection. I thank Dr. Lara Evans for her amazing management of this grant program and stewardship of the MACP relationship.
- At the 2021 Virtual Annual Higher Learning Commission Conference, I participated in two-panel presentations. The first was entitled *Tribal Colleges and Universities Promoting Student Success During the Pandemic*, in which three Tribal College and University presidents shared their stories of resilience during the pandemic, focusing

on strategies that support students, faculty, staff, and tribal communities as they pivoted to online classes; faced increased stress, isolation, and loneliness; and addressed internet connectivity challenges, economic and food insecurity, and COVID-19 safety protocols.

The second panel was entitled *Minority Serving Institutions: Leading Through the Storm*, in which three presidents discussed the current level of racial tension for most Americans from the perspective of MSIs and what higher education can do to bolster success for students whose voices are needed now more than ever.

Mission Objective VI: Build Institutional Capacity for Growth

A. Ensure long-term sustainability and financial growth

- I want to again welcome Suzette Sherman to IAIA as the Interim Director of Institutional Advancement. Suzette brings to this role extensive management experience in fundraising, membership, marketing, business development, and guest services for nonprofit cultural organizations and museums – including 18 years in leadership roles. She has a track record of building collaborative teams, high-performance business models, and multi-channel marketing campaigns that generate significant revenue and patron loyalty.
- The CCS Fundraising Consultants presented their final report, which included an analysis and recommendations for building fundraising capacity within the Office of Institutional Advancement and the College. The college also entered a five-month contract with the consultants for their assistance in implementing their recommendations, e.g., policies, procedures, job descriptions, and focusing on major gift fundraising.
- The 2021 Legislative Session ended on Saturday, March 20. IAIA is on the Severance Tax Bond Capital Outlay list for \$250,000 to assist in funding the Research Center. This will bring the total funding from the state to \$950,000. The Tribal Colleges Dual-Credit Reimbursement Program funding was restored to its original amount of \$263,000.
- In submitting their budget to the White House, the Office of Management and Budget requested a \$228,000 increase for IAIA over our FY 21 funding level of \$10,772,000, bringing our requested total to \$11 million for FY 22.
- MacKenzie Scott's representative turned down our request to award an Honorary Doctorate and establishing an endowed scholarship in her name. She explained that Ms. Scott would rather keep the focus on the college and our work. She also said, "I know she would appreciate reading a short story about your work or a note from a team member conveying why they do what they do and what they hope for in the years ahead. It need not be a long, polished, or reference her gift. She just always appreciates an opportunity to be reminded and inspired by the work others are doing. Another idea is to send a digital photo of your team, which I'm sure she would appreciate as well".

B. Implement a marketing and communication plan to brand and promote IAIA

- Marketing & Advertising Business Unlimited, Inc (MABU) recently completed its review of IAIA's strategic marketing and communications plan. We will review their

recommendations at the May board meeting. Funded by MACP, the goal is to build capacity in raising the local, regional, and national profile of IAIA.

- The White House informed us that Dr. Jill Biden, First Lady of the United States, is unable to receive an Honorary Doctorate at our Virtual Commencement Ceremony. We are extremely pleased, however, that Charlene Teters accepted our invitation to be awarded the Honorary Doctorate and deliver the 2021 commencement keynote address.

C. Determine need and capacity for offering new undergraduate and graduate programs

- In response to the partnership with Comcast Corporation and NBCUniversal News Group to support educating and training future journalists, Cinematic Arts and Technology will offer a Broadcast Journalism Certificate. The Certificate program should encourage students to enroll in broadcasting courses currently offered at IAIA.
- I recommend approval of IAIA's third graduate program, a Master of Fine Arts in Cultural Administration. We know that Indigenous administrators and museum professionals are under-represented in the museum field. IAIA has the capacity and expertise to address this need.
- Approximately 33 applications have been received for the MFA in Studio Arts Program. The applicant pool is strong, and half are IAIA alumni. Others in the applicant pool are career professionals, and most are Indigenous. The program also has attracted international students, e.g., Māori of New Zealand, Australian Aboriginal, and Canadian First Nations. Dr. Mario Caro, Program Director, is organizing the review committee.

To: Dr. Robert Martin, President
From: Dr. Bill Sayre, Director, Institutional Research
Date: April 20, 2021
Subj: Quarterly Board Report for Office of Institutional Research

Mission Objective 1: Improve Student Success

B. Improve retention and completion.

Project: Improve student persistence. 20% complete.

Our work on student success continues:

Anita Gavin, Associate Director, Jesse Morris, Contractor, and I provide assistance to the Achieving the Dream Pathways Council. Anita serves as one of the tri-chairs, Jesse takes minutes, and we all provide advice and direction on projects and metrics. We are developing an early momentum metric dataset for use by the institution to provide early predictors of student success, retention, and ultimately degree completion. For example, for at least one semester, we have demonstrated that mid-term grades are highly correlated with final grades (78%). If this is found to be the case overall, we will fund an enhancement to Empower so that staff and faculty advisors can get more easy access to midterm grades and GPAs for use in advising and guiding students.

Anita and Registrar Melanie Buchleiter have been updating the Degree Audit function in Empower to make it easier for students and advisors to track progress toward degree completion.

Our ATD coaches have suggested that the institution, as a whole, focus on a few metrics that everyone comes to understand. Institutional Research has proposed the three metrics to be:

- Freshmen retention after their first year
- Transfer retention after their first year
- Persistence of degree-seeking undergraduates from semester to semester

We are assembling historical data to assist with further analysis, including goal setting.

Mission Objective 4: Ensure a safe community

C. Engage the community in addressing safety concerns.

Project: Co-chair the Health, Safety, and Security Committee (50%)

Brian Fleetwood, core faculty in Studio Arts, will take over as Co-chair of the Health, Safety, and Security Committee. Co-chair Sara Quimby, Library Director, will continue.

Other: President Biden issued an executive order requiring all agencies to participate in an equity assessment this summer, with other actions to follow. The Office of Management and Budget is directing this work, and we submitted our first progress report on April 20.

Mission Objective 5: Advance contemporary Native arts and culture

A. Continue to refine and implement the indigenous assessment.

Project: HLC Quality Initiative. 30% complete.

I have begun working on the HLC Quality Initiative. It will focus on our student success work through Achieving the Dream and include discussion on how we can indigenize our student success efforts, much as we did successfully with learning outcomes assessment.

Mission Objective 6: Build institutional capacity for growth

A. Ensure long-term sustainability and financial security.

Project: Plan '22 metrics and indicators. 65% complete. Anita, Jesse, and I continue to work on draft Tableau dashboards for the Plan '22 indicators. We are simplifying the process and building just five: freshmen retention, persistence of all students from semester to semester, completion rates, student engagement, and student satisfaction. Jesse has developed a student satisfaction survey that will be distributed each spring semester going forward.

Other: During the last Board meeting, faculty expressed concern about classroom space. Institutional Research carried out a space analysis last year looking at the 2018-2019 academic year and determined that, on average, classroom utilization (hours used/available hours) was 32.5%. In response to the comments at the February meeting, however, we expanded our study to include the pre-pandemic Spring 2020 teaching schedule. Results are similar to the previous year. On average, classes were at 60% capacity, and the busiest time periods were between 10:30 and 11:00 on Tuesdays and 2:30 on Thursdays and Fridays. At this fairly high level of review, the institution has adequate teaching spaces. The faculty's concerns may relate to specific time slots and spaces that are in high demand. IR would be happy to look into this in more detail as needed.

Other: IR has begun planning for the next Higher Learning Commission (HLC) comprehensive review and site visit, which will take place in 2023-2024. Along with Dr. Martin and other staff and faculty, Anita, Jesse, and I attended (virtually) the HLC's annual conference in April.

Other: As an HLC peer reviewer, I served on a change panel in March.

Other: I have been invited to become a mentor to other universities participating in the HLC Student Success Academy. Before our involvement in ATD, IAIA was a member of the first cohort of schools in the HLC Persistence and Completion Academy, the predecessor to the Student Success Academy.

Other: Reports, datasets, and projects generated by Institutional Research this quarter:

Recurring reports:

- National Student Clearinghouse Monthly Enrollment Reports
- National Student Loan Data System Reports-Update Degrees
- New Student Accounts
- New Employee Accounts
- AIHEC AKIS AIMS 21 Spring Interim Report
- AIHEC/BIE Survey

- IPEDS Fall Enrollment Survey
- IPEDS Student Financial Aid Survey
- IPEDS Graduation Rates Survey
- IPEDS Admissions Survey
- IPEDS Outcome Measures Survey
- HLC Institutional Update
- USDA Food and Agricultural Education Information System (FAEIS) Report
- Academic Program Review data set

AdHoc Reports

- Student list for vaccination clinic at Indian Health Services
- Persistence data for American Indian College Fund progress report
- Spring 2020 enrollment list for the auditors
- Enrollment data for our annual report to the Association of Research and College Libraries
- Assist Nena Martinez Anaya with the Spring 2021 enrollment report.
- Retention and completion data for the annual Title III report
- Updates to the College Catalog
- Journey Home Report – Student Success
- NM Opportunity Grant – Financial Aid
- Course List – Registrar
- ILS Student List – ILS Chair
- Business and ARTH Majors – Academic Technology
- ISC Credit Hours – Sponsored Programs
- Dean's List – Registrar
- MFA Grade List – Academics
- Graduates and Withdrawal Report – Student Success
- Set up for EFast online book ordering system – Academics.

Projects:

- Climate Action Plan updates
- Progress metrics for Plan '22
- Online Empower Trainings with ComSpec – (Anita Gavin, Melanie Buchleiter, Chris Hegadorn)
- In-person Empower Trainings – (Chris Hegadorn, Melissa Brown, Melanie Buchleiter)
- Assisted with updates to Staff Advising Program – ATD
- Degree Audit completed – Registrar
- Assisted with Program Menu – Financial Aid
- Assisted with 1098T Report – Student Billing
- Interview Committee for Admissions Counselor

Other Empower Duties:

- Assist Students/Staff with Empower - Log in, forgotten password, problems with reports, web applications, permissions, training etc.
- Responded to approximately 65 Empower Tickets (22 Password Reset, 43 other tickets)
- Degree Verifications for National Student Clearinghouse
- Submit concerns to ComSpec and follow up with user issues.
- Evaluate need for Enhancements and submit to ComSpec, then follow up.

To: Dr. Robert Martin
From: Eric Davis, Director
Date: April 20, 2021
Subj: Quarterly Board Report for Marketing & Communications

Mission Objective: III. Build College Community

III.C. Identify and deliver effective institutional communication

Project: Develop New Communication Channels and Tactics

The MarCom Department is investigating new technologies and platforms to develop new internal and external communication channels and tactics based on students' needs and wants.

We will investigate various on-line platforms, texting platforms, and other direct messaging options to continue to expand our messaging to the IAIA Community.

With the switch over from RAVE to the LiveSafe notification platform, the MarCom Department will now be key administrator of the program.

With very few students on campus, we've postponed surveys and development of new channels until September.

% completed – 20%

Mission Objective: IV. Advance contemporary Native arts and culture

IV.E. Strengthen the connection between the College, its Museum, and the Santa Fe Community

Project: Strengthen Relationship Between Museum and School

Although I have previously sent the **school recruitment video** to the museum to play as part of their programming on the 1st floor hallway monitor, I want to be more aggressive with signage, school/museum boilerplate, and co-directed events when they are appropriate.

Recently we developed a revised joint museum/school advertisement to be utilized in appropriate situations, and it has been reviewed and approved by the Communications Committee.

Additionally, inclusion of the museum in our annual Open House was warmly welcomed by the attendees and will be part of the event again each year.

Also, I have been in discussion with museum personnel regarding further leveraging the Free First Friday's events when they restart, to include a recruitment table and staff on site.

With the museum closed during much of the previous quarter we have not moved forward on the signage. Still need to finalize with Communication Committee. Will meet with Museum Management to develop signage/installations prior to 50th/60th anniversary

% completed - 10%

Mission Objective: IV. Advance contemporary Native arts and culture

IV.E. Strengthen the connection between the College, its Museum, Tribes, and the Santa Fe community.

Project: Merchandising Opportunities

Last year, MarCom finalized a deal with **Pendleton** to create a custom logoed IAIA blanket/robe. It is currently for sale in both stores and on-line. Based upon the successful completion of this project, MarCom is working with Stores Manager and Collection Curator to create and sell additional merchandise with this and other images.

IAIA Pendleton Blanket continues to sell.

Have met with Stores Manager and we will continue to determine appropriate products and search our collection for matching images.

We are in the process of determining merchandise/artwork for new items. Linda Lomahaftewa art is currently under review.

% completed - 25%

Mission Objective: IV. Advance contemporary Native arts and culture

IV.E. Strengthen the connection between the College, its Museum, Tribes, and the Santa Fe community.

Project: Community Events

The MarCom department will continue to utilize Event Sponsorship to strengthen IAIA's connection to the community. We extended our promotional partnerships in 2019/2020 with **Indian Market, Santa Fe Bandstand, Santa Fe Independent Film Festival, New Mexico Film and Media Industry Conference, The Pueblo Film Fest, and Indian Day at the Legislature.** We will continue to expand the program as the MarCom budget will allow.

We are once again planning to sponsor the **TCU Film Festival** and **Creative Writing Contest.**

Since my hire, I have attempted to strengthen our ties to **SWAIA, MIAC**, and other Native institutions through sponsorship and joint collaborative programs.

I have begun preliminary discussions with SWAIA regarding expanded involvement/exposure with the **100th anniversary of Indian Market**, although with a change in leadership there, I'll need to re-establish this connection and re-start the conversation.

Have conversation scheduled with SWAIA to discuss their 100th and our 50th/60th in 2022. Currently in discussions with their agency regarding 2021.

% completed - 10%

Mission Objective: V. Build institutional capacity for growth

V.B. Implement Marketing and Communication Plan to brand and promote IAIA.

Project: Communication Committee

Last year I assembled a standing committee that includes key members of the IAIA community. We were originally going to meet quarterly but after a very successful first meeting it was suggested that we meet on a monthly or bi-monthly basis. I have revised and expanded the **Strategic Marketing Plan** and shared it to the committee.

Agency MABU has reviewed the Strategic Marketing Plan (and all associated materials). Marketing Materials will be reviewed and revised as per their suggestions.

Policies and Procedures Document will come up for approval of the Communication Committee at the next meeting. Will then be submitted to cabinet and the President for approval.

MarCom has purchased a ticketing system for communication requests to be used by the IAIA community to convey their needs to the department. There are currently issues with the package and the contract. Implementation date TBD.

% completed – 45%

Mission Objective: V. Build institutional capacity for growth

V.B. Implement a marketing and communication plan to brand and promote IAIA

Project: Revised Advertising Campaign

Our current print ad (“**Alumni**”) features the **US Poet Laureate and IAIA Alumna Joy Harjo**. It has launched and was well-received. With Joy receiving a second term, we have some time to review other Alumni for future advertising campaigns.

The “Alumni” series of advertisements is an example of the MarCom department’s activities to highlight **Student Success**.

New ad concept “Art, Culture, Leadership” will be brought to the Communication Committee for review/approval.

% completed – 35%

Mission Objective: V. Build institutional capacity for growth

V.B. Implement a marketing and communication plan to brand and promote IAIA

Project: Campus Event Program

In addition to existing events on campus, such as **MusicFest, Open House, Food Day, Holiday Market, Powwow**, and others – create new events to bring potential students and donors (along with Santa Fe area community members) to see the campus. This will be a part of the Communication Committee projects.

As the **first step**, a survey has been developed and approved by the Communication Committee for distribution within the IAIA community regarding the relaunching of a revised MusicFest.

MusicFest survey complete. Other surveys on hold. No in-person campus events planned until next semester.

IAIA will sponsor a Santa Fe Bandstand event during Indian Market Week, featuring an Indigenous Artist.

Beginning discussions with SWAIA regarding sponsorship of Indian Market events.

% completed - 20%

Mission Objective: V. Build institutional capacity for growth

V.B. Implement a marketing and communication plan to brand and promote IAIA

Project: Increase IAIA's Online Presence

In light of our continued success on **Facebook**, the MarCom Department has been increasing the number of platforms that we utilize and increasing activity on each. We've updated our presence on **Linked-In**, launched an **Instagram** account, added videos to our **YouTube** account. Current plans include expanding our **Twitter** visibility and possibly adding other platforms. We will also be doing more joint postings with the Museum on their pages. We have advertised for student worker(s) to execute TikTok videos for the school.

Social Media and Content Specialist Nicole Lawe (via temp. employee **Lisa Futon**) reports the following for recent social media activity (not an all-inclusive list):

Facebook (IAIA Page)

Page Views: 2,085

372 New Likes (28,183 total likes)

Total followers: 30,950

Facebook posts for the month: 55

49 Stories were posted with 663 engagements, and 2,514 Unique Opens - All Increased over February

Followers: 65% women; 32% men

Countries in order of number of followers: US, Canada, India, UK, Mexico, Italy, France, Germany, Australia, Brazil.

Cities in order of number of followers: Albuquerque, Santa Fe, Phoenix, LA, NYC, Tucson, OKC, Denver, Portland, Seattle.

Age groups: 13-17: less than 1%; 18-24: 3%; 25-34: 14%; 35-44: 22%; 45-54: 22%; 55-64: 19%; 65+: 18%.

Top posts through the month reached over 125,000 persons in total

Key posts included

3/2/21: Linda Lomahaftewa on KSFR re MoCNA exhibit

3/4/21: MFA named one of best in US by Intelligent.com

3/8/21: International Women's Day

3/11/21: Review of Jamie Figueroa's book in NYT

3/16/21: MoCNA social engagement residency artist talk

3/18/21: Article about ranking in top 10 colleges in NM

3/20/21: At IAIA creativity is a tradition – link to story in Native News Online

3/25/21: Climate Action Plan #iaiacclimateactionplan

3/26/21: Passing of Jeff Kahm

3/31/21: Jeff Kahm Memorial Video

IAIA LinkedIn - February

128 new followers for 1,468 total followers (Up 28% from February)

37 posts

Top Locations: Santa Fe, Albuquerque, Anchorage, NYC, Seattle, LA, Phoenix, OKC, Tulsa

Page Views: 159

Unique Visitors: 92 (Same as February)

Custom button clicks: 10 (Up 66% from February)

495 reactions (Up 58% from February)

IAIA Twitter - February

Tweets: 31 (Up 28%)

Profile Visits: 1,031 (Down 1.9%)

Tweet Impressions: 28,000 (Up 115.2%)

Average of 1.4% engagement rate

56 total link clicks

40 Retweets

19 Mentions

896 impressions per day

98 likes, an average of 4 likes per day

23 new followers for a total of 3,889 followers total

MoCNA Facebook

1 ad during March

126 new "likes" 14,960 total page likes

135 new followers, 14,830 total followers (3/30)

29 Posts

17,113 post reach

MoCNA Instagram

5,565 total followers, gained 169 in February

29 posts in February – 13 were part of the Social Engagement Residency

% completed - 80%

Mission Objective: V. Build institutional capacity for growth

V.B. Implement a marketing and communication plan to brand and promote IAIA

Project: Website Testimonials

We have been recording **testimonials** for all of the degree programs for use on our website and social media. The **Business Certificate Program** and **Cinematic Arts and Technology** are complete. We'll need to reshoot **ILS** and **MFA** due to new department chairs.

This is also an example of MarCom promoting **Student Success**.

We have filmed Dean Char before she left and will edit and post the video in Q2. Currently, other tapings are on hold due to COVID-19 and the limited numbers of staff/faculty on-site. We will also update student testimonials when we resume filming in September.

% completed – 30%

To: Dr. Robert Martin
From: Laurie Logan Brayshaw
Date: April 20, 2021
Subject: Quarterly Board Report for Office of Sponsored Programs

Strategic Theme I. Improve Student Success
A. Increase resources for students

Project: Continuing Education (CE)

Project Description: Increase the number of IAIA students and members of the outside community that enroll in Continuing Education courses and workshops.

Percentage complete 100%

Continuing Education (CE) - Activities/Courses Offered

Enrollment

Semester	Summer 2020	Fall 2020	Spring 2021 (as of April 16)
Number of CE Courses Offered	11	23	34
Number of CE Students	119	272	464
Number of CE Registrations	133	389	722

Spring 2021

The Spring semester is still ongoing until the end of May. As of April 16, from the 34 online virtual classes offered this Spring, there are currently 722 individual registrations from a total of 464 individual students. Enrollment has nearly doubled from the Fall, continuing the ongoing trend, during the pandemic, where people are more willing to take online classes due to social distancing and stay at home public health measures. From the Spring schedule, there are classes that have contributed to the increase of Continuing Education registrations and enrollment. This includes the offer of free classes such as the *Meditation and Mindfulness* webinar offered at the beginning of the semester as a marketing effort to introduce the Spring schedule to returning and new Continuing Education students.

In addition, for the first time the Land-Grant program and Continuing Education agreed to offer Land-Grant educational programming, including the Junior Master Gardener and the 4 Directions Projections speaker series, as CE classes using the online registration (web Empower). This has been a successful strategy to use Continuing Education to increase exposure for Land-Grant programming and vice versa. It is also a good way for their program to maintain institutional records. Also, for the first time there are no classes that have been cancelled or postponed due to lack of interest and enrollment.

The New Mexico Arts Education Association approached Continuing Education to offer contract training, Continuing Education Units, and Digital Badges to provide training and professional development as a service to their membership during the Summer 2021 and at their Annual General Meeting in October. Their membership consists of K-12 and college level arts educators

from within New Mexico. This is unique given they have asked for courses, webinars, and presentations from online courses that have been offered through Continuing Education the past few semesters focusing on the arts and entrepreneurial training for artists. Jonathan submitted a proposal of potential CE courses that may be of interest. If NMAEA would like to pursue any of the options, CE will enter into an agreement to provide the training via an MOU outlining cooperation, course pricing and provision of CEUs and Digital Badges.

Continuing Education hosted the first of two webcasts utilizing grant funds from the Climate Solutions Acceleration Fund. The overall goal has been to promote local climate action activities to Santa Fe and Native households and homeowners by developing webcasts on home composting and gardening and promoting local ecology and habitat preservation. The webcasts are a mixture of recorded and live content hosted by Teresa Quintana, and Melanie Kirby from the Land-Grant Program. Teresa hosted her webcast on *Hot Composting and Lasagna Bed Gardening*, which was well attended by local and Native homeowners from Santa Fe, including Rancho Viejo, and around the country. Melanie will host her webcast on habitat preservation in late May. The webcast recordings will be posted and be available on the CE website.

Spring 2021 Classes:

- Climate Solutions for Sustainable Living: Home Hot Composting and Lasagna Bed Gardening
- Climate Solutions for Sustainable Living: Promoting Habitat Preservation
- How to Squash Dinner with Ease: Ginger Lentil Pumpkin Soup
- How to Squash Dinner with Ease: Bison or Beef Stuffed Acorn Squash
- How to Squash Dinner with Ease: Zucchini Noodle Stir Fry with Shrimp
- How to Squash Dinner with Ease: Glazed Chicken with Butternut Squash and Apples
- Using Mindfulness and Meditation to Cope with Anxiety
- Becoming a Steward of Sweetness and Light: Introduction to Beekeeping
- Seed Preservation & Protection
- Harnessing and understanding reciprocal purposes of Native plants
- The importance of learning how to cook
- Finding Balance in our resilience
- Restoration of Acoma Pueblo Food Systems
- Pueblo Food Experience
- Health Sovereignty Addressing Food, Herbalism, Counsel
- Columbia Plateau Traditional Foods
- 4 Bridges Permaculture
- Cedar as an Art Form
- Modern connections of Indigenous Women Farming Methods
- Junior Master Gardener
- Learning our Languages – Support for Indigenous Language Beginners
- Learning our Languages – Paths to Proficiency and Achieving Fluency (Intermediate/Advanced)
- History of Photography from Indigenous Perspectives
- Branding Identity: Do-it-Yourself
- The Art of Project Management
- A Guide to Website Development
- Strategies for Protecting Your Art
- Financial Skills for Native Families
- Etsy Craft Entrepreneurship

- Essentials of Great Product Photography
- Technology Basics
- Contemporary Indigenous Literature
- The Bones of Creative Writing
- Self-Publishing 101

Summer 2021

Efforts are currently underway to develop and launch the Summer 2021 course schedule in May. Tentative Summer 2021 programming includes a variety of online classes, and webinars. This includes following up on successful classes that are in high demand, such in creative writing, beekeeping, and Indigenous language support classes. There will be more professional development classes in website development, entrepreneurial and business development, ecommerce, and social media marketing. In addition, the Land-Grant program will continue to offer the speaker series during the Summer (like what was offered in Spring). Jonathan has been corresponding and meeting with potential instructors and has begun work on confirming classes.

Project: Grants

Project Description: Identify potential funding for IAIA needs and interests

Percentage complete 100%

IAIA was selected to complete a proposal for round two of the AICF TCU Computer Science Initiative. If selected, the 4-year, \$450,000 grant would allow IAIA to 1) complete the development of a Gaming Minor under the Cinematic Arts department, and 2) introduce computer science classes into several areas of the curriculum including, Dual Credit and Continuing Education.

A review of the two proposals that were submitted to fix the Digital Dome took place with Felipe Colon, Justin Brierley, Anthony Deiter, James Lujan, and myself. David Beining of UNM was chosen to work on the Dome, and a contract was developed. The Digital Dome is now fixed, and Mr. Beining is writing a manual to assist the faculty. Work is slated to be completed by the end of May 2021.

A proposal for \$10,000 was completed and submitted to the USDA Agricultural Research Services program in Las Cruces, NM. If funded, the proposal would fund Land-Grant webinars and equipment for the program.

The proposal to USA Cycling was awarded. The three-year grant is a combination of financial and in-kind commitment, plus mentorship, cycling guidance and content and marketing support. We are scheduled to receive ten bikes by June 2021. Paul Moore is developing a cycling team that would work with USA Cycling.

Dr. Martin and I had a meeting with Kathy Baird and Sam McCracken of Nike regarding potential future collaborations for our students and faculty. We gave them ideas as to how Nike could support IAIA and gave examples of other companies that work with and assist our students. Ms. Baird and Mr. McCracken will get back to us in the next month with ideas as to how Nike may be able to work with us. I also invited them to be a sponsor of this year's gala and they are reviewing that as well.

Completed the forms for the 2021/2022 Fulbright Scholar-in-Residence Sebastien Lange. Mr. Lange is from France and he is slated to spend the 21/22 academic year teaching in the Performing Arts department (COVID restrictions will apply).

Completed the yearly report for the MACP Organizational Capacity Building grant.

The two annual Title III reports were completed and submitted.

Assisted Aimee Balthazar with the HEERF Data Collection. Also worked with Ms. Balthazar and Larry Mirabal on determining all of the current campus projects and the funders for each project.

Strategic Theme III: Build College Community
III: B. Promote Health, Wellness and Safety

Project: IAIA Junior Master Gardener program for Native youth.

Project Description: Revise the Texas A&M Agrilife curriculum for relevance in Native communities and offer to local youth.

Percentage complete 100%

Junior Master Gardener

Land-Grant recruited 31 participants from ages 4 to 17 for a 10-week program Junior Master Gardener program. Participants are from Oklahoma, Idaho, Montana, Michigan, Santo Domingo Pueblo, Cochiti Pueblo, and Zuni. Activity packs are sent out so that students can do a hands-on activity relating to art, agriculture, self-care, bugs, flowers, and water all respecting and relating to Native American beliefs. The hands-on lessons were completed together with students online during each meeting. Parents and children are very pleased with the program and look forward to weekly sessions.

This Spring 2021 session included guest presentations from Chelsey Luger of Well for Culture (a native-based health and wellness enterprise), and former A-I-R alumna Margarita Paz of A.L.M.A. art mentorship program. We invited a few guest speakers this session, one talking about health and wellness, one did a demo with clay and talked about seed vessels, and the last one will talk about self-esteem and self-care. This session runs 10 weeks, meeting 2x/week after school virtually.

For the Fall 2020 and Spring 2021 JMG sessions, 49 students participated and learned traditional and complementary western sustainable agriculture techniques in addition to learning about health and wellness options and practices integrating art and culture.

For each meeting, the class began with music and mindful breath and stretching movements followed by the lesson, demonstration, and activity. Each lesson also incorporated culturally relevant and age appropriate stories integrating the indigenous world view to nurture continuity.

For the upcoming Summer 2021 session, Land-Grant will be offering an older youth to elder *Introduction to Entomology* course which will share the wonders of insects, insect inspired and based art, the importance of biodiversity and ecological functions of insects and human interactions. This will provide Land-Grant with a diversified ecological and cultural youth programming efforts. For the 2021-2022 academic year we will develop a Train-A-Trainer curriculum and program which can be shared with tribal communities near and far.

4 Direction Projections webinars

Recruited and began a successful round of *Four Direction Projection* webinar series featuring 11 guest speakers sharing Traditional Ecological Knowledge (TEK) from coast to coast. This series is held once a week for approximately one hour on Wednesday evenings.

Bee Nest Block Contest

Using left over materials from a JMG activity, bee nest blocks were created to place around campus to see what kind of pollinators already live in the area. 17 students, staff, and faculty turned in a completed piece, they are a great addition to our garden and campus. Please see the Land-Grant Instagram page for pictures of the designed bee blocks when they are placed around the campus.

Seed Bomb/ Earth Day event

Seed bombs made of red clay, compost and wild flower mixes will be made by IAIA community and placed in lasagna beds located along the sidewalk between the Library and Fitness Center buildings, near the dorms, in the Haozous Garden located behind the Library, and at the Hogan.

Greenhouse

Vegetables were started for outdoor planting and possible sales include Chimayo chile, jalapenos, several varieties of cucumbers and tomatoes, mint, dill, Thai and Italian basil, broccoli, and cauliflower. In the two raised beds inside the greenhouse, strawberries, bok choy, lettuce mix, kale, carrots, and sweet peas are thriving. Mild micro mix and broccoli microgreens are doing well, and 9 pounds have been taken to the Bon Appetit Café for the community to enjoy at the salad bar.

Tree and shrub saplings (Pinon, Sumac, and Chokecherry) were purchased from the New Mexico Natural Resource Department. The plans are to grow these in the greenhouse and areas around the upcoming apiary and once they are large enough, they will be placed around campus as part of the Pollinator project. Also, hopes are to have some to share with local Pueblos and Native communities through our workshops.

Four raised beds were built and installed behind the greenhouse. The Lasagna Bed technique was used to fill the raised beds with spinach, sweet peas, cauliflower, broccoli, quinoa, carrots, chives, and lettuce mix. We will build and install four to six additional raised beds in that location soon.

Internet access was installed in the greenhouse giving us the ability to conduct workshops and classes via Zoom in the area.

Garden

Using left over pallets from soil deliveries, a compost bin was created to house hot compost. Working with the Bon Appetit Café we have made a successful Hot Compost pile. The hopes are to be able to build a new pile every 3- 6 weeks producing compost to use in the garden, raised beds, and in the pollinator trail around campus.

Working with Facilities we arranged a place for the landscapers to put all tree and brush trimmings so we can use our new chipper to make mulch that will be placed in the garden along pathways and possibly in the growing spaces to save water.

Drip irrigation was installed in the Turtle Garden to conserve water and ensure our medicinal plants continue to thrive. Supplies were generously provided by Professor Tom Antonio of the NM Native Plant Society. Soon Beata Tsosie from Espanola Healing Oasis and Tewa Women's United will be coming to instruct and assist us in building 4 spiral gardens. Those will be in the Turtle Garden as the feet of the turtle. Plans are to also add roses to our medicinal plant collection in the Turtle Garden.

The raised beds located in the garden area were filled with kale, lettuce mix, red and gold beet, carrot, chives, sweet pea, and turnip seeds. Cover crops have been planted in some of the plots. Cover crops will continue to be planted, and they will be turned into the soil to improve and add nitrogen to the soil in the coming weeks.

Land-Grant Agriculture Plan

A 3-year Land-Grant Agriculture plan was developed for the 100 acres of land around the campus. The plan can be found on the Land-Grant webpage (<https://iaia.edu/outreach/land-grant/>). Our goal is to restore the area so that it supports pollinators – bees, bats, and birds. We will do this by adding nutrients to the soil through the composting of yard and cafeteria waste, and by adding plants, trees, and shrubs that will reduce water run-off and provide habitat. Land-Grant will be working with our partners at the US Fish and Wildlife department to develop a land restoration plan.

We hope to bring back a thriving ecosystem on the campus that will support bees, and in particular honeybees. A small apiary will be established in late spring 2021, with plans to expand over the coming years. Once the honeybees are established, we can harvest bee products of honey and wax. This will give us material for additional workshops and trainings for our students and community members. The bee products can be used in food demonstrations and in art projects.

A temporary full-time Gardener was hired for the growing season. Paul Quintana is from Cochiti Pueblo and has extensive experience in traditional southwestern agriculture and land management.

Strategic Theme IV: Ensure a safe community

IV: D. Develop educational and training programs to promote safety on campus and at the Museum

Project: Educational Safety Programs.

Project Description: Provide Title IX training to new and returning students, faculty, and staff, and contract with educators who can deliver self-defense and sex education classes to students.

Percentage complete 100%

New employees were added to the online training sessions for Title IX.

To: Dr. Robert Martin, President
From: Felipe Colon, Interim Academic Dean
Date: April 2021
Subject: Quarterly Board Report for Academics
Input from Library Director, Fitness Manager, Academic Tech and
Department Chairs

MISSION OBJECTIVE 1: Improve Student Success

A. Increase resources for students

Project 1: Data Migration to Re: Discovery Proficio Elements

The project launches a new online portal to facilitate easier and more comprehensive research in the fields of Contemporary Native Art and Culture. Through data migration, careful creation of research guides, and the launching of a new website, *Rediscovery Proficio: Elements* and *Proficio for the Web* will simultaneously provide rich materials from the IAIA Archives and IAIA Museum Collection while establishing new database standards for both collections. This will increase patron/student research from the new website. Upon completion, this service will be available to our stakeholders, constituents, and colleagues across the world.

- Deliverable: Website database for Contemporary Native Art and Culture research
 - **Update** – Completed and revised the curriculum map for information literacy learning across campus, chose the learning outcomes we will assess, chose the classes and professors to reach out to. Most importantly, we created the assessment and the rubric. These take time, and we used a mixture of quantitative and qualitative data. We have also deployed the assessment and are currently cumulating the results. From here, we plan in the next month to analyze the results and work with faculty to examine them from an indigenous assessment perspective.
- Expected completion date: August 2021
 - **Updated 4/16/2021 – 75% completed**
- Budget Considerations: Funded through W.K. Mellon Foundation
- Communications Considerations: Marketing and Communications Department/ Jason Ordaz

Project 2: Online Learner Course

The project develops a new and transfers student Online Learner Course. Admissions will enroll new and transfer students immediately upon their acceptance. This course will acquaint students with our LMS and IAIA online teaching methods. Course topics will include basics of Canvas usage and navigation as well as sample learning modules drawn from various disciplines. This combination will provide students exposure to and practice at the various assignments, discussions, exams, lectures, materials, and presentations utilized across the spectrum of IAIA courses. There will also be modules created with input from current IAIA students who have experience with the LMS and can give peer pointers. Support services would be covered in great detail, including whom to contact when having trouble.

- Deliverable: Course developed and Launched
 - **Update** - The Online Learner Course deployed. Work over the summer will update and course for FA21. More interactivity will be added for in-person returning students. Will enroll newly admitted students after mid-May. Parts of

the course will be re-purposed to create a version for MFA (CW and SA) students. the virtual July residencies are familiar to students and faculty in advance.

- Expected completion date: May 2021
 - **Updated 4/16/2021 – 100% completed**
- Budget Considerations: Funded by current AT budget
- Communications Considerations: Admissions and Recruiting Department, Faculty and Students

Project 3: Transcripts Assessment Project

Assessment project examines application of universal design to IAIA courses. Universal design is an approach that makes coursework as accessible as possible to students. Rather than being a reaction to an accommodation need, universal design implements accessibility into the basic development of a course through the use of tools such as lecture and discussion transcripts. In January 2021, a select group of Faculty will begin making transcripts available. The faculty will familiarize students with the transcripts and how to best access them. An indigenous assessment will then take place towards the end of the Spring 2021 semester, comparing the level of engagement and understanding of the material between a transcript and non-transcript course.

- Deliverable: Sample universal design courses created and accessed
 - **Update** – Continued investigation has determined that this project is ill-timed. Students and faculty alike are suffering from tech fatigue. Adding another technology/app to Zoom and Canvas at this time is impractical. Project has been tabled and will be continued in the AY22 workplan.
- Expected completion date: May 2022
 - **Updated 4/16/2021 – 20% completed**
- Budget Considerations: Funded by current Online Learning Department Budget
- Communications Considerations: Faculty, Students

B. Improve retention and completion

Project 1: Registrar – Empower System Cleanup

Project will correct the data input into the Empower system by universalizing degree plans, course descriptions, transfer credits, and other areas that feed into the Empower Degree Audit function. This will provide advisors with a more streamlined and accurate tool to assist students with course registration and earning their degrees.

- Deliverable: Empower audit system function improved by corrected data input
 - **Update** - Institutional Research and Registrar's office have continued to meet periodically to specifically address the Degree Audit and other portions of Empower. All degree audit years beginning with 2017/18 have been cleaned up. Conducted Empower degree audits for December 2020 graduates and all records were correct, complete, and in agreement between the two systems. In May, we will conduct the same audit for Spring 2021 graduates.
 - **Updated 4/16/2021 – 95% completed**
- Budget Considerations: Funded by current registrar Budget (Possible additional Comspec/ Empower training may increase budget need – TBD)
- Communications Considerations: Comspec/Empower, Institutional Research Department, Faculty

Project 2: Coronavirus Assessment within Cinematic Arts

Assessment project will address if and how the online transition of Cinematic Arts (CINE) classes has affected the quality of student work. The department will use its annual screening

and awards ceremony or the potentially postponed/ canceled ceremony to determine if CINE students have maintained their past high quality of work within the limitations of the pandemic. The assessment will identify negatively impacted areas due to the restrictions of the coronavirus pandemic and make recommendations for improvement.

- Deliverable: Quality of work assessed and recommendations for improvement made
 - **Update** - Production instructor Kahlil Hudson has concluded that there will be enough quality student work from 2020-2021 to fill the Spring student filmmaker showcase. Showcase to take place online - May 13. Judges currently being selected from outside IAIA will be invited to participate in the evaluation of student work for award consideration.
- Expected completion date: May 2021
 - **Updated 4/16/2021 – 50% completed**
- Budget Considerations: Funded by NM Film office and CINE Department Budget
- Communications Considerations: Marketing and Communications Department

Project 3: Mentorship Retention Project: Pairing of Upperclassmen and Freshmen

Project will pair Junior and Senior level Creative Writing (CRWR) students with freshman, and some sophomores, to promote student success and retention. Mentors will be trained in supporting their mentees and will work with the CRWR faculty and chair complete written reports on Freshman/ Sophomore progress which will be reviewed and discussed at departmental meetings. Regular check-ins and meetings will be scheduled between mentors and mentees and will sometimes include faculty advisors as needed. Mentors will keep a log of meetings with mentees regarding issues, especially those that may be remedied by the department. Mentors will write a culminating evaluation, highlighting what they see as successes and challenges of the program. Freshman students in the program will provide a brief evaluation of their successes or challenges.

- Deliverable: Mentor program established and running
 - **Update** – Discussion at first department meeting revealed that upperclassmen were too overwhelmed with Zoom learning to keep up with their coursework to take on another role as mentor. We also found that Loyola Rankin was planning a similar project, so we have tabled this project until AY22 to align the project with Loyola's.
- Expected completion date: TBD
 - **Updated 4/16/2021 – 15% completed**
- Budget Considerations: Funded through the CRWR department
- Communications Considerations: Faculty, Students

MISSION OBJECTIVE 2: Strengthen Academic Programs

A. Raise academic and studio standards

Project 1: Digital Dome Functionality and Manual Creation

Project will restore full functionality to the Digital Dome and to create an accessible manual for its operation. This project will also develop a manual for training IAIA staff, faculty and students on the on operation of Digital Dome and begin the process of exploring how to utilize and integrate use of the Dome into classes across all disciplines.

- Deliverable: Dome functional and trainings begun
 - **Update** – Feb. 24th, contractor hired to begin work on Dome. Initial work focused on functionality and 100% functionality was restored to projector sound and dumb articulation system. As of March 22, contractor focus shifted to creation of them function manual and training. Projected to be completed within 2 weeks for delivery to CINE chair and Academic Dean.

- Expected completion date: April 2021
 - **Updated 4/16/2021 – 85% completed**
- Budget Considerations: Funded CINE and Deans budget with possible funding also through grants and Title III - TBD
- Communications Considerations: Faculty, Staff, Students, Sponsored Programs Department, Facilities Department

Project 2: Studio infrastructure improvements

Project will initiate improvements to the physical workflow and environmental health and safety of the Studio Arts studios. This includes reorganization of spaces to aid in COVID-19 safety measures and the fabrication of studio fixtures to increase tool safety, improve studio operations, and create a more comfortable working environment.

- Deliverable: Studios re-organized and new fixtures acquired/ fabricated
 - **Updated** – Adjustments to studios completed and necessary studio fixtures installed. Additional adjustments will be submitted to the Academic Dean via the Classroom/Studio Preparation Request system in preparation for FA21. Upgraded ventilation in ceramic studio to take place in SU21.
- Expected completion date: May 2021
 - **Updated 4/16/2021 – 90% completed**
- Budget Considerations: Funded through Studio Arts Department Budget
- Communications Considerations: Students, Faculty, Facilities Department- TBD

Project 3: Business Course Assessment

Assessment project will conduct an Indigenous Assessment on two courses: BUSN140-Introduction to Business & Entrepreneurship and BUSN240-Advanced Entrepreneurship. This assessment will focus on finding ways to improve the courses, improve meaningful and applicable outcomes and improve overall student satisfaction.

- Deliverable: Assessment conducted, and course improvements made
 - **Update** - The initial Indigenous Assessment was conducted on the BUSN140 and BUSN240 courses. A transcription of the meeting was prepared including suggestions and recommendations for supporting student learning. The second meeting will be held towards the end of summer so that a formalized assessment and action plan can be compiled, that will be followed through the upcoming academic year.
- Expected completion date: August 2021
- **Updated 4/16/2021 – 50% completed**
- Budget Considerations: Funded through Faculty, Adjunct Faculty, Students

Project 4: Fully Online Course Evaluations

Project will assess the success of the Fall 2021 online only class evaluation model. In Fall 2021 the Deans office determined it is best strategy in the current pandemic, and also for clarity of evaluation process, to conduct all on-campus, online, and dual credit course evaluations via the SurveyMonkey software and delivered through the Canvas LMS system. This assessment will quantify its success by examining the numbers received per course in the reporting process versus those received in the hybrid delivery model in previous semesters.

- Deliverable: Evaluations completed, count of returned evaluations conducted, comparison to last year's number made
 - **UPDATE:** Fall 2020 overall received evaluations was about 60%, remaining level from Fall 2019. Upon review of these evaluation, it was determined providing students a long length of time to complete this survey may have

caused students to forget about this process. Online Learning assisted by providing these links within each Canvas course under “Announcements”. Spring 2021 evaluations scheduled to take place April 26th thru May 14th.

- Expected completion date: June 2021
- **Updated 4/16/2021 – 60%**
- Budget Considerations: Funded through Deans department budget
- Communications Considerations: Academic Technology Department, Faculty

B. Expand state of the art technology in academic programs

Project 1: Adjunct Orientation – Improving Accessibility

Project will create a Virtual Adjunct Orientation Course that will be accessible to all adjuncts including those unable to attend the in-person adjunct orientation. This project will improve adjunct faculty resources within the Canvas system and will help to provide all IAIA adjunct faculty with the knowledge and understanding of policies and procedures under which they are expected to operate.

- Deliverable: Virtual Adjunct Orientation Course developed and launched on Canvas
 - **Update** – SP21 Adjunct Orientation recordings entered into new Adjunct Module in Canvas Faculty HUB.
- Expected completion date: January 2021
 - **Updated 4/16/2021 – 100% completed**
- Budget Considerations: Funded through the Online Learning Department
- Communications Considerations: Deans Office, Department Chairs, Online Learning, Human Resources Department- TBD

Project 2: MFA Creative Writing Multimedia & Digital Learning Platform

Project will develop a robust Creative Writing MFA (CRWR MFA) multimedia and digital learning platform to help in educating, retaining, and graduating CRWR MFA students. This project will use the Canvas LMS to deliver multimedia class and student support materials to provide more interactive online engagement, helping students to feel more comfortable and supported by the CRWR MFA online/digital community. This strong online support will be an incentive to enrollment, active engagement, and completion. The integration of more online multi-media will increase the variety of information delivery including live events and discussions, library recordings for asynchronous and synchronous courses, and the integration of Thunderbird Podcast episodes to highlight the CRWR MFA program and its students.

- Deliverable: Digital Learning platform created and implemented in Canvas
 - **Update** – MFACW Learning platform revisions completed and latest addition will be implemented for the May 10-14, 2021 Hybrid Graduate residency. Platform will also be used to provide summer 2021 residency. Options of a hybrid residency are still being discussed.
- Expected Completion Date: July 2021
 - **Updated 4/16/2021 – 80% completed**
- Budget Considerations: Funded through the CRWR MFA budget and Academic Technology Department Budget, with the AICF/TCU Grant supplementing the purchase of additional faculty recording equipment
- Communications Considerations: Faculty, Academic Technology, Students, Marketing and Communication's – TBD, Admissions and Recruiting Department TBD

D. Expand interdepartmental engagement in the academic programs

Project 1: Assessment: Extending Conceptions of Theater & Performance

Project will revise technology use strategies for IAIA Performing Arts (PERF) events and address new standards for Covid-19 responsive PERF events and courses. This project will include assessing the viability of current technology resources; implement updates to current course offerings; surveying PERF students to identify performance challenges and technical interests; and identify potential added cross discipline opportunities for collaboration.

- Deliverable: PERF events assessed to identify necessary changes and changes initiated
 - **Update** - SP21 mix of synchronous, asynchronous and hybrid courses have been a great success with all hybrid courses successfully completed their online portion and are in full in-person rehearsal mode. All productions are scheduled to be recorded to be made available online. PERF has also added a new experimental sound production class to the FA21 schedule to meet identify need for audio recording training and technology usage.
 - Expected completion date: May 2021
 - **Updated 4/16/2021 – 80%**
- Budget Considerations: Funded through PERF Department budget with additional hardware needs funded through JSF Covid-19 Grant and possible other grants- TBD
- Communications Considerations: Faculty, Students, Academic Technology Department – TBD, Information Technology Department - TBD

Project 2: Hybrid Degree in Animation – Year 2

Project addresses the development of a Cinematic Arts department led hybrid BFA degree in Interactive Arts & Game Design. A Cinematic Arts/Studio Arts Hybrid Degree would build upon our Arts & Game Design minor and combine classes from Cinematic Arts, Studio Arts, and Performing Arts. This degree track will teach the fundamental skills in each of these disciplines which would prepare students pursuing a career in Animation and related fields such as Gaming and Interactive Media. Since the hybrid degree will be drawing upon existing classes the program will require minimal additional adjuncts to teach classes in the minor in Interactive Arts & Game Design.

- Deliverable: Strategic Plan for BFA in Arts & Game Design
 - **Update** – Refinement of FA20 courses complete and added to FA21 course schedule. Based on student attendance for virtual town hall meetings held this semester with Disney Channel and Pixar, student interest in animation is still high. Follow up workshop with Disney scheduled for April 29, 2021. Web page with showcase of SP21 GAME students' work scheduled to launch May 2021. The CINE Department Chair will add next steps to FY22 workplan to resume talks with the stakeholders of a hybrid degree in the Fall.
 - Expected completion date: May 2021
 - **Updated 4/16/2021 – 85% completed**
 - Budget Considerations: Funded through current CINE department budget
 - Communications Considerations: Faculty, Students, Institutional Research Department, Marketing and Communications Department, Admissions and Recruiting Department, HLC- TBD

E. Foster indigenous identity, knowledge, and practice.

Project 1: Comp 102 Social Justice Storytelling and Narrative Art: Oral History Podcasts and Short Documentary Films Curriculum Development

Project will involve the Creative Writing Department (CRWR) founding a Social Justice oriented archive of research and informational resources through the creation of oral

history/narrative documentary recordings. Faculty and students will engage in collecting and recording narratives, conducting background research, transcribing and providing recordings for archiving on the IAIA library's oral history page.

- Deliverable: Archive of documentary recordings established and recording uploads has begun.
 - **Update** - COMP102 – Podcasting course syllabus completed and will be presented at the final Curriculum Committee meeting of SP21. Upon approval class will be added to the SP22 course schedule.
- Expected completion date: May 2021
 - **Updated 4/16/2021 – 90% completed**
- Budget Considerations: Funded through CRWR department budget
- Communications Considerations: Faculty, students, Library Department, Academic Technology Department, Marketing and Communications Department

MISSION OBJECTIVE 3: Build College Community

A. Promote health, wellness, and safety

Project 1: Introduction to Fundamental Movements

Project will develop a canvas-based auditable course to promote life lessons for students, faculty and staff to stay healthy and physically fit without gym equipment or having to go to a gym. This course will include weekly emails about health, fitness and encouragement will be sent out to the IAIA community. Zoom session will promote student engagement in group activities with live interactions.

- Deliverable: Course created and begun
 - **Update** – Course completed, and modules sent out regularly by email
- Expected completion date: December 2020
 - **Updated 4/16/2021 – 100% completed**
- Budget Considerations: Funded Fitness Department Budget
- Communications Considerations: Faculty, Students, Academic Technology Department

C. Identify and deliver effective institutional communication

Project 1: Course Catalog Development

Project will develop a communications system for academic department chairs and Faculty Council leadership to submit updates, course and program changes into the catalog in a uniform and systematic way while meeting all deadlines. A series of trainings will be included in this project to ensure all academic department chairs and Faculty Council leadership will be informed on the deadlines, timelines and organizational structure necessary to complete annual catalog updates.

- Deliverable: Communication system established, and trainings conducted
 - **Update** – Trainings, submissions and final publication completed and posted to website. Limited printed copies are ordered and will arrive by May 2021.
- Expected completion date: April 2021
 - **Updated 4/16/2021 – 100% completed**
- Budget Considerations: Funded through Registrar's office and Deans Office Budgets
- Communications Considerations: Registrar's Office, Dean's Office, Faculty Council Faculty Department Chairs, Marketing and Communications Department

MISSION OBJECTIVE 4: Advanced Contemporary Native Arts and Culture

A. Continue to refine and implement indigenous assessments

Project 1: Information Literacy Learning Assessment

Project will conduct an assessment of information literacy learning at strategic curriculum points by planning to utilize both mainstream academic and an indigenous assessment method. There are numerous action steps to make this project happen. Effective measures will derive from the number of students that complete the assessment tool; quantity of answers graded on a rubric; and the accomplishment of an indigenous assessment with the resultant forms filled out and action items created.

- Deliverables: Informational Literacy Assessment Conducted
 - **Update** – Completed and revised the curriculum map for information literacy learning across campus, chose the learning outcomes we will assess, chose the classes and professors to reach out to. Created the assessment and the rubric. Deployed the assessment and are currently cumulating the results. May/June will analyze results and work with faculty to examine them from an indigenous assessment perspective.
- Expected completion date: June 2021
 - **Updated 4/16/2021 – 75% completed**
- Budget Considerations: Funded through IAIA Library Budget
- Communications Considerations: Library, Academic Department Chairs, Faculty, Curriculum Committee Faculty Council, Academic Deans Office

Project 2: ILS Assessment Project

Assessment project will assess two ILS/ General Education courses that are part of the cultural electives' menu of the general education requirements for IAIA students. These two courses will be TRDA 101: Traditional Arts & Ecology and ANTH 160: Cultural Anthropology of North America. These courses will be assessed in order to determine that they are providing rigorous and quality education imbued with Indigenous values to IAIA students. The results of this assessment may necessitate adjustments and improvements to these classes.

- Deliverable: Assessment conducted, and necessary adjustments/ improvements identified
 - **Updated** – Based on this review, it was discovered that numerous students found the rigor of the course to be wanting. As a result, TRDA 101 was modified to include 5 additional short essays directly related to the content or objectives of the course. The current revisions are being tested during the Spring 2021 semester. A similar assessment has yet to occur for ANTH 160 but is scheduled to be conducted this semester.
- Expected completion date: May 2021
 - **Updated 4/16/2021 – 70% completed**
- Budget Considerations: Funded through the Indigenous Liberal Studies Department Budget
- Communications Considerations: Faculty, Students, Academic Technology Department - TBD

MISSION OBJECTIVE 5: Build institutional capacity for growth

A. Ensure long-term sustainability and financial security

Project 2: 16-week Online Studio Arts Courses Assessment

Project will assess the delivery of synchronous online 16-week studio arts fundamentals courses. This project will review faculty and student training for online courses and identify

technical assistance needs. Assessment will be conducted by observing the synchronous online courses, surveying faculty/student satisfaction and assessing attendance/grades in comparison to the last in-person version of these courses. Project will inform as to the viability of online studio course work as an option.

- Deliverable: Courses assessed, and needs identified
 - **Update** – During departmental observations of online 16-week delivery, faculty reported a lack continuity, energy, and impact among students. Students seem more disengaged. Some additional training might be required for faculty and adjuncts to learn how to better engage. New learning management tools are always useful but need additional professional development outside of basic usage and delivery. SP21 evaluations and grades will provide additional insight.
- Expected completion date: May 2021
 - **Updated 4/16/2021 – 80% completed**
- Budget Considerations: Funded through Studio Arts Department Budget
- Communications Considerations: Faculty, Students, Academic Technology Department

Project 3: Museum Studies Degree Expansion Project

Project focuses on the expansion and promotion of Museum Studies (MUSM) departmental programs. The first element of the project will be increasing the promotion of the Art History, Museum Studies and Business & Entrepreneurship Certificate Programs through departmental funding for increased advertising. The second part of the project will be conducting an EMSI survey to identify and analyze MUSM MFA program needs. This represents the next step in the process of building the MUSM MFA program proposal in accordance with the established process for MFA program creation and based upon the recommendations of the BOT.

- Deliverable: Advertising increase, EMSI survey conducted and incorporated in Museum Studies MFA program proposal
 - **Update Part I** – Museum studies promotional materials completed for additional to web-link. Marketing & Communications Department recommends that the weblinks for the Art History and Business & Entrepreneurship degree programs be developed as well; Tamara Johnson of the Academic Technology Department is now working on that process with the Chair of the Museum Studies Department and may be extended through Summer 2021 and possibly AY22.
 - **Update Part II** – All courses in the MFA in Cultural Administration have been approved by the Curriculum Committee and Faculty Council. After program approval by the Board of Trustees the MUSM Chair, Academic Dean and Director of Institutional Research will complete the Substantive Change Application for the Higher Learning Commission.
- Expected completion date: August 2021
 - **Update 4/15/2021 – Part I 50% completed – Part II 70% completed**
- Budget Considerations: Funded through Museum Studies Department Budget, Deans Office Budget and possibly grant funding/ Title III - TBD
- Communications Considerations: Faculty, Deans Office, Institutional research Department, Sponsored Programs Department - TBD

MISSION OBJECTIVE 6: Determine need and capacity for new undergraduate and graduate programs

Project 1: Fiber Arts at IAIA

Project will explore the viability of fiber arts programming at the IAIA. Fiber arts is a heritage program but has not existed for many years. The project will research the history of fiber arts, the current desire, the viability of a potential program, and result in a policy recommendation. It is anticipated the addition of fiber arts programming at the IAIA will result in increased enrollment at the institute.

- Deliverable: Viability of Fiber Arts Program assessed, and yes/ no recommendation made for program development
 - **Update** - Nika Feldman completed literature review and data collecting and analysis is being conducted as part of Niki's senior project.
- Expected completion date: June 2021
 - **Updated 4/16/2021 – 70% completed**
- Budget Considerations: Funded through Indigenous Liberal Studies Department Budget
- Communications Considerations: Faculty, Students, Academic Technology Department

Accomplishments:

Sheila Rocha

- Completion of new puppet/actor script to be performed April 28, 2021.
- Acceptance of article submission to "Sustainable Practice in the Arts Quarterly (CSPA)", August 2021
- Newly appointed Advisory Board member for Benson Performing Arts Center, Omaha, NE
- Co-host with ArtsLink International to accommodate visiting Artist, Katja Sulc, international vocalist, Fall 2021.

Jonah Winn-Lenetsky

- Chapter submission for "Anthology Troubling Traditions", Fall 2021.
- Invited Panel member for Association for Theatre in Higher Education (ATHE) conference, August 2021.
- Invited to run for executive board of the American Society of Theatre Research (ASTR).
- Special issue editor for Sustainable Practice in the Arts Quarterly (CSPA), August 2021.

Catherine Owens

- Numerous trainings on theater systems, light design tools, teaching during Covid.

Daisy Quezada

- Exhibited at Wheelwright Museum, [Indigenous Women: Border Matters](#)
- Selected as a Finalist for the [Korean International Ceramic Biennale](#) exhibition opens October 1 - November 28, 2021
- Virtual Artist Talk at Portland State University, [Art + Social Practice](#) MFA Program this Thursday, April 22nd

MFACW Mentors

Sherwin Bitsui (Diné)

- Had an excerpt from his book “Dissolve” spotlighted on madisonpubliclibrary.org. Bitsui was a Featured Poet in Ucross Spotlight.

Kimberly Blaeser (Anishinaabe/White Earth Nation)

- Was this year’s poet-in-residence for The Priory Writers’ Retreat, which took place from June 25–28. Blaeser was also a Featured Poet for Split This Rock Poetry Festival: Poems of Provocation & Witness (March 2020) in Washington, DC as well as being named one of Wisconsin’s 38 Influential Native Americans.

Kelli Jo Ford (Cherokee Nation of Oklahoma)

- Received a stellar review in The New York Times for her debut novel “Crooked Hallelujah.” It will be published by Grove Press (July 14, 2020)

Brandon Hobson (Cherokee)

- Has a new novel, The Removed, which will be published by Ecco in February 2021. Hobson also has fiction pieces coming out in American Short Fiction, Conjunctions, and McSweeney’s Quarterly

Pam Houston

- Is publishing a collection of collaborative writings/correspondence with the writer Amy Irvine. Air Mail: Letters of Politics, Pandemics, and Place will be published by Torrey House Press in October 2020

Toni Jensen

- Has a new collection of essays, CARRY: A Memoir of Survival on Stolen Land will be published by Ballantine Books on September 8, 2020. Jensen was also the recipient of a creative writing fellowship from the National Endowment for the Arts

Migizi Pensoneau (’16, Ponca/Ojibwe)

- Discusses “Barkskins” on salon.com, and on uproxx.com

Tommy Orange (Cheyanne)

- Published “New Jesus” a story, featured in literary journal, McSweeney’s 58: 2040 A.D. on lithub.com. Orange was a guest at the Kalamazoo Valley Community College “About Writing” Visiting Writers Series for two events, an on-stage conversation and a reading and on-stage conversation

David Treuer (Ojibwe) and Layli Long Soldier (Oglala Lakota)

- Are among judges for the 2020 National Book Awards.

To: Dr. Robert Martin
From: Manny Ramirez, President Alumni Council
Date: April 20, 2021
Subject: Quarterly Board Report for Alumni Council

IAIA Alumni Council Report

The IAIA Alumni Council is currently collaborating with Alumni Relations on our fundraising efforts. The IAIA Alumni Focus Group provided an informative review of our institutional developments. We are promoting the Alumni Scholarship with video messages congratulating the graduating class of 2021 and the “Walk to Graduation” campaign. We are working diligently with upcoming events such as the IAIA Social Media Takeover and the Alumni Council Journal by providing information and suggestions with an open call promoting IAIA Alumni. Lastly, The Alumni Council is looking forward to the upcoming celebration of MoCNA’s 50th Anniversary and the IAIA’s 60th Anniversary planning and commitments.

To: Dr. Robert Martin
From: Nena Martinez Anaya
Date: April 20, 2021
Subject: Quarterly Board Report for Student Success

Mission Objective I: Improve Student Success

Institutional Priority: A. Increase resources for students:

Project 1: Measure the effectiveness of the Career Fair. The virtual career fair was held on April 7, 2021. Twenty-four recruiters registered, representing 20 organizations, 3 from out-of-state, and 22 currently enrolled students, including 6 alumni, participated in the two-hour Zoom event. The Director evaluated the effectiveness of the Career Fair by sending out an employer survey (4.2 out of 5 satisfaction) and a student survey (3.3 out of 5), which shows room for improvement. The Director continues to provide virtual career readiness and internship preparation workshops and classroom presentations for Spring 2021.75%

Employer Survey: 6 Respondents	
How satisfied or dissatisfied with 2-hour duration:	4 very satisfied; 2 somewhat satisfied
How likely will attend if Career Fair is in-person:	3 very likely; 1 very unlikely; 1 neither likely/unlikely; 1 somewhat likely
How likely will attend if Career Fair is virtual:	6 very likely
Rate overall satisfaction 1 unsatisfying-5 very satisfying:	Avg. 4.2

Student Survey: 3 Respondents	
How satisfied/dissatisfied w/types of companies for your major:	1 very satisfied; 1 somewhat satisfied; 1 somewhat dissatisfied
How important/unimportant is attending a Career Fair?	2 very important; 1 somewhat important
Was an interview scheduled after the Career Fair?	2 yes; 1 no
Was employment offered after the Career Fair?	1 yes; 2 no
What platform virtually or in-person?	1 virtually; 2 in-person
Rate overall satisfaction 1 unsatisfying-5 very satisfying	Avg. 3.3

Other: Work-Study Program. Spring 2021, 45 students are employed virtually, hybrid, or in-person. Staff are working on a new policy to increase the student hourly wage.

Other: Staff Advisor Program. After launching in early November 2020, the pilot program continues with 15 staff advisors providing meaningful connections with new freshmen, supporting the efforts of improving persistence rates toward degree completion, and increase fall-to-fall persistence by two percentage points by Spring 2022. The effort is co-chaired by the Internship and Career Director, the Interim Dean of Students, and the Artist-in-Residence Administrative Assistant. Spring 2021, 29 freshmen are in the program. Other freshmen are in the Mentorship Program. Modifications are underway to increase student involvement through student-centered social events and promote the program through social media.

Other: Mentorship Program: continued for Academic Year 2020-2021. Participants this Spring semester included a Student Mentor, 22 Student Mentees, 9 Staff, 5 Faculty, and 3 Alumni. The Mentorship Program moved to online communication with students both on and off-campus this

year. Students will continue to receive monthly Honorariums and have completed a total of over 100 meeting hours, 35 hours this Spring 2021 semester alone.

Other: Early Alerts: continues as a collaborative cross-department team that helps connect students to resources to improve student success. IAIA Faculty or Staff can submit an Early Alert Referral via an Airtable link anytime during the semester should they have concerns regarding a student's academic, behavioral, or personal life. Once a referral is received, the student is contacted and connected to resources provided by IAIA or off Campus. Spring 2021 has 281 referrals as of April 16, 2021.

Other: Alpha Chi National Honor Society: IAIA Chapter has been active for several semesters and invites Juniors and Seniors in the top 10% of the class to join. Alpha Chi currently has three active members. Meetings occur every other week on Wednesday 12-1 pm. The 2019-20 and 2020-21 Induction Ceremony will be held Thursday, April 22nd at 6:00 pm MT via Zoom.

Other: Dual Credit Program Report- Spring 2021 semester, we have 30 classes at 11 high school sites with 302 enrolled students. All courses are in a virtual setting. We offered an 8 week- Navajo 101 course the last 8 weeks of the semester and successfully have 12 students enrolled.

Other: Summer Bridge Program will be 3 weeks in July 18-August 8, 2021, and we plan to have 50 freshmen students participate. We are working with the IAIA Land Grant program to offer a 3-credit hour course- LIBS 111 Global Climate Justice: Indigenous Perspectives. Currently, we have 3 students registered for the program. We are following up with admitted students to promote the program and its benefits. As an incentive, we will also be offering all summer bridge freshmen participants the New Freshmen Checklist Award of \$1,000. This award is planned to be given out at the start of the program.

Mission Objective 1: Improve Student Success Project 4 Emergency Aid Program Since January 19, 2021, we have helped 7 students with emergency aid funds totaling **\$3,130.95**. The top 3 needs were: (1.) 26% Food (2.) 24% Housing and Utilities (3.) 12% Vehicle/Gas. 100%

Other: Student Accounts & Financial Aid Office- worked with the Finance Office to issue stimulus checks to students for a total of \$171,610. Both undergraduate and graduate students (308-total) received funding based on financial need and enrollment status.

Mission Objective I: Improve Student Success Institutional Priority: B. Improve retention and completion: Project 9: Improve and measure the new Admission & Recruitment strategies to increase student satisfaction and enrollment. New programs have been developed and implemented for the academic year to increase matriculation, including COVID-19 response. 100%

- Freshmen online application using javascript coding to make for a better application experience for prospective students. Once this application is finalized, we will update all other online applications to a more user-friendly system.
- Live-Chat- Two staff members monitor the chat system 10 am-3 pm M-F. From January to April, we have engaged in 66 chats with 95% customer satisfaction. We are increasing productivity and usage with our agents to improve response and customer service.
- Online calendar appoint schedule created for Admissions Counselor to schedule 1-1 zoom/phone call meetings
- Increased social media ads and promotions and placed more ads in the local NM/AZ area.

- Admitted Student Virtual Workshop was held April 15, 2021 at 5pm. We had 8 admitted students participate in the workshop to prepare them for the fall 2021 semester. More webinars will be held over the coming months.

Campus Tour Report

- No in-person tours have been conducted due to the campus closure.
- We created an in-house virtual tour of Campus to provide to incoming students and prospective students.
- Received Strategic Funding in the amount of \$11,000 to develop our virtual campus tours. Working with Jason Ordaz, requesting demos with 3-4 companies to see which one will provide a virtual tour for IAIA.

Other: Increase Enrollment, since the Spring 2021 Enrollment Report was issued in February, the Continuing Education Program has increased enrollment with FTE (33) and Headcount (428).

Full-Time Enrollment (FTE)		Enrollment Headcount	
Undergraduate-On-campus (8-week;16-week & hybrid)	56	Continuing-Undergraduate	247
Undergraduate Online Only	221	New Freshmen	8
Graduate	50	Transfer	10
Dual Credit	79	Graduate	38
Continuing Education	20 (33)	Readmit	7
Total FTE	426 (439)	Non-Degree	20
		Dual Credit	302
		Continuing Ed.	215 (428)
Total Credits	4964 (5,223.90)	Total	847 (1,097)

Other: Total Withdrawals: Last Spring 2020 semester, we reported a higher than usual total withdrawal status which is now in balance with Spring 2019 (pre-Pandemic). Below lists the number of total withdrawals for the past three years for degree-seeking students.

Withdrawals	SP2019	SP2020	SP2021
Degree	6	16	9

Other: Fall Admission Report: Table 1. The chart below lists the accepted new students for the Fall 2021 semester as of 4/16/2021. Compared to last year, we are slightly down by 8 students.

<u>Fall 2021</u>	
New Freshmen	47
Transfer/Certificate	3
Graduate	29
Dual Credit	0
Readmit	3
Non-Degree	1
Total	85 (93 FA20)

Table 2. Admissions Events

Dates	Events
2/28/21	Dulce High School Info Session
2/28/21	Riverside Indian School Info Session
2/10/21	Walatowa High School Presentation
2/11/21	Gallup High School Presentation
2/12/21	Santa Ana Webinar
2/16 & 2/17	Miyamura High School Presentation
2/18/21	United States Hispanic Leadership Institute, Inc. Recruitment Fair
2/22/21	Santa Fe Indian School Presentation
2/24/21	Isleta Pueblo Dept. of Education Presentation
2/25/21	Highland Public Schools, Washington Presentation
3/6/21 & 3/7/21	Oklahoma City Recruiting Combine
3/8/21	Phoenix Indian Center Virtual Tours Presentation
3/16/21	To'Hajiilee Community School
3/19/21	Mescalero High School Presentation
2/26/21	Rocky Boy Jr./Sr. High School Presentation
4/6/21	Montana Tribal College Virtual Recruitment Fair
4/7/21	Montana College Virtual Fair
4/19/20	New Mexico Spring College Virtual College Fair
4/20/21	Cinematic Arts & Technology Info Session Webinar
4/22/21	Meet IAIA Students Webinar
4/23/21	Transfer Info session Webinar
4/27/21	IAIA Info Session Webinar
5/7/2021	Native American Student Summit Washington State Webinar

Mission Objective V: Advance contemporary Native arts and cultures Institutional Priority: F.
Invest in professional development for faculty and staff: Below is a list of staff members and recent professional development opportunities. 100%

Nena Martinez Anaya, Chief Admissions/Student Success Officer

2/8-10/2021 HLC Assurance Review for Tohono O'odham Community College

Chris Hagedorn, Retention Director

4/16/2021-Empower Training

Scott Whitaker, Director of Financial Aid and Student Accounts

2/9/21 – Attended AICF Spring Scholarships Webinar

2/9/21 – Attended GradReady overview with Ascendium

2/23/21 – Attended Williams and Fudge webinar on CFPB collections rules

2/24/21 – Attended College Ave meeting about private lender lists

Leah Boss, Financial Aid and Scholarship Advisor

2/9/21 – AICF Spring Scholarships Webinar

2/9/21 – GradReady Overview with Ascendium

3/29/21 – AICF Financial Literacy and Business Management Webinar

Nona Tafoya, Student Account Specialist

2/23/21 – Williams & Fudge, Inc. webinar on the newly released CFPB Debt Collection Rules

Veronica Bustamante, Admissions Specialist

4/6/21- Pronoun & Mental Health Information

Warrior Brown, Admissions Counselor

4/5/21- Pronoun & Mental Health Information

Mary Silentwalker, Director

4/5/21- Pronoun & Mental Health Information

Karen Gomez, Internship and Career Director

2/1/21 – Perkins Work-Based Learning Initiative Strategic Planning

2/16/21-2/18/21 – Achieving the Dream Conference

2/24/21 Region-B, Career and Technical Education, Spring Regional Advisory Committee Meeting

3/12/21 – NM Consortium of Career Educator and Employers Meeting

To: Dr. Robert Martin
From: Lawrence T. Mirabal, CFO
Date: 4.20.21
Subject: Quarterly Board Report for Finance, HR, IT, Facilities, Bookstore and Museum Store

Mission Objective III: Build college community

Inst. Priority "A" – Promote community environmental engagement

Project: Establish a series of student-centric events at the Campus Bookstore

To further establish a connection between the Campus Bookstore and the campus community, a series of fun, creative events will be established. These events can be linked to themes, such as climate change, promoting student success, or animation. Students could be surveyed to see where the greatest interest lies, to ensure maximum participation. The events would begin online initially but will shift to in-person once it is safe to do so.

Update – The Campus Bookstore held a panel virtual panel show during the IAIA virtual open house, which was very well-received. For the fall semester, plans are underway to host a "Welcome Back" contest for students. The event will include a t-shirt design contest, as well as stickers and notecards, that will eventually be placed for sale in the stores. The Campus Bookstore will also be adding a "student recommendation" section to various areas of the store. Students can fill out notecards explaining why they like a certain art supply/book/etc., and why they think other students might benefit from using/reading it.

This project is 90% complete.

Mission Objective IV: Ensure a safe community

Inst. Priority "A" – Promote health, wellness, and safety.

Project: Complete ADA access projects on the IAIA campus

Working together, the CFO, the Student Success Center, and the Facilities dept., will utilize reports from the Governor's Commission on Disability to identify the highest priority projects. From this prioritized list, work will be undertaken on the IAIA campus to improve ADA accessibility. These initiatives will range from improving parking lot access to modifying furnishings, entryways, alarm systems, and dorm rooms.

Update – The Chief Enrollment and Retention Officer worked with the CFO to develop a final draft of the prioritized list of projects. From this list, an initiative to make parking lots across the IAIA campus more ADA accessible rose to the top. The project was completed in March 2021 and included the replacement of curbing sections, installation of ramps, re-striping parking spaces, changing/adding signage, adding crosswalks, and other changes to ensure good ADA accessibility in any parking lot on Campus. The next project will include changes to the dorms and casitas to enhance ADA accessibility.

This project is 40% complete.

Inst. Priority "C" – Engage the community in addressing safety concerns

Project: Working with the Life Safety Committee, the Facilities dept. will build upon the enhancements that were made to the security camera system in FY20 to make further improvements. These changes will include adding cameras in areas that are currently not covered, as well as upgrading the capabilities of existing cameras.

Update – The Facilities director has taken the lead on this project and has been in contact with the vendor that performed the previous upgrades. A long-range plan was requested and provided by APIC solutions. The next phase in the project will include the installation of 9 additional cameras on the IAIA campus, as well as the cleaning and repair of several others. The result will be enhanced coverage for many areas on Campus, including the bus stop and the Hogan, which have not had good camera coverage in the past. This project will commence on May 10, 2021.

This project is 60% complete

Mission Objective V: Advance contemporary Native arts and cultures

Inst. Priority "B" – Consider developing a Native Research Center

Project: Develop a Contemporary Native Arts Research Center on the IAIA campus
The project will be co-led by the CFO and Dr. Lara Evans. The process will include developing two design teams to inform the work of renovating the Sci-Tech building to accommodate the Research Center, constructing an addition to the Academic building to house new science labs, conservation labs, and a film studio, and relocating the IAIA archives to the Sci-Tech building.

Update – The CFO established two internal design teams to inform the work of the architects. One team was tasked with establishing a vision for the Research Center itself, while the second team was tasked with imagining the new space that will be constructed onto the west side of the Academic building. Based on the work of the design teams, Dyron Murphy Architects completed the 100% Construction Documents for the academic building addition, and an RFP was issued for general contractor work on April 12, 2021. Proposals will be reviewed on May 12, 2021, and mobilization by the general contractor is anticipated by the end of May.

This project is 20% complete

Mission Objective VI: Build Institutional Capacity for Growth

Inst. Priority "A" – Ensure long-term sustainability and financial security

Project: College-wide IT equipment replacement and wireless access improvement
This will be a comprehensive project that will significantly upgrade the college's network infrastructure. It will include the replacement of the network's core switch, all local switches in buildings throughout the Campus, and wireless access points throughout the Campus.

Update – The network core switch has been replaced and is in production in the data center. All 25 endpoint network switches in all 25 locations have been replaced and are in production. IT is awaiting the delivery of a Wi-Fi infrastructure controller, which is projected to ship in mid-April. Once the controller is received, it will be installed/configured in the data center and put into production. At that point, 55 Wi-Fi access points will be installed/replaced across the Campus and the museum.

This project is 60% complete.

Inst. Priority "A" – Ensure long-term sustainability and financial security

Project: Conduct a complete review and update of the Finance policies and procedures manual. It has been several years since the Finance P&P manual has been updated. The CFO and Controller will review the current P&P manual and compare what the manual specifies with current best practices and the business environment at the college.

Update – The CFO and the Controller completed their final review and update of the manual in April 2021. The document is lengthy, and the review was detailed, so developing a final draft took longer than anticipated.

This project is 100% complete.

Departmental Reports:

Finance/Office of the CFO:

- The CFO continues to perform project management for over 20 separate capital projects around the IAIA campus. These include both COVID-related and non-COVID-related initiatives.
- The CFO is working with the President and the Conference Services Director to assess how summer conferences can be accommodated on Campus while also ensuring the safety of participants and the campus community. Recommendations, policies, and procedures will be developed in the coming weeks, as well as decisions about what may and may not take place.
- The Controller continues to work with Advancement staff and the interim Advancement Director toward streamlining the data exchange between the Finance and Advancement offices.

HR:

- The HR Director continues to play a key role in the campus response to the ongoing pandemic and is in regular consultation with the President, CFO, Student Life department, and other key campus decision-makers.
- IAIA held a successful vaccination campaign for staff, faculty, and students. The President worked with IHS to provide a vaccination event and also provided \$50 gift cards for everyone who completed their vaccinations. *To date, more than 80% of IAIA staff and faculty have completed their vaccinations*, with more scheduled to complete the process in the coming weeks.
- Turnover data continues to be collected and analyzed on an ongoing basis to provide senior leadership with information to help improve retention. Highlighted below is the turnover data for the reporting period of **March 2020- May 2021**
 - 2 Staff members left IAIA voluntarily.
 - The Director of Facilities resigned.
 - The Director of Institutional Advancement resigned.
 - 1 Faculty member tragically passed away.
 - On the promotion and recruitment side, the following 5 positions were filled during this reporting period:
 - An Interim Director of Institutional Advancement and non-Native
 - An Admissions Counselor and Native
 - A Retention and Services Director and non-Native
 - A Museum Security Guard and non-Native
 - A Curatorial Assistant and non-Native

Facilities:

- The Facilities Director has resigned. His last day will be April 22nd.
- The ADA parking lot accessibility project has been completed.
- An RFP for a campus-wide solar initiative was issued, and Positive Energy was the prevailing firm. Work on phase 1 of the project will begin in May.
- The conversion of all IAIA public restroom fixtures (sinks, soap dispensers, toilets, urinals, and towel dispensers) to touchless has begun and should be completed by the end of April.
- The Facilities Director distributed an RFP for General Contracting services to 5 firms on April 12th. This RFP is for services to complete the addition and renovation to the Academic building as part of the Research Center project.
- The Facilities Director is soliciting quotes for the installation of a digital message board to be placed at the campus entrance. This board will replace the current sign box and will allow for the dynamic changing of campus alerts.

IT:

- Bolstered by the purchasing and configurations that took place due to the pandemic, the total systems available for student checkout are 175. This includes PCs, Macs, and Chromebooks. Of those 175 units, 97 are currently checked out.
- IT Dept. support ticket activity:
 - Fall 2020—976 tickets closed
 - Spring 2021-thru April 14 ---578 tickets closed

IAIA MUSEUM STORE***MUSEUM STORE HIGHLIGHTS (Q2)***

- The Museum Store opened "Against the Current: From Homeless to Artist" by local artist Anthony Parker (Omaha) on February 10th. His work showcases the crossroads of Indigenous identity, tradition, and the modern world ravaged by the pandemic. The show has received many comments of admiration from visitors and has been highlighted on social media and in an interview with local news station KOAT 7.
- "Planting Seeds – Bazille Owen-Reese", a jewelry showcase and trunk show, opened at the end of Q2. The show features beaded jewelry by local beadwork artist Bazille Owen-Reese (Ho-Chunk) and celebrates springtime and the continuance of traditional art. The show will be refreshed mid-run, as it has already sold 40% of the initial inventory. This is part of a new initiative by the Museum Store to showcase artists who would normally be part of a pop-up but are unable to due to the restrictions of the pandemic.
- The Museum Store introduced new products from Beam Paints, an alumni-owned and operated natural watercolor paint company located in Canada. The paints and palettes are made from natural ingredients, using traditional indigenous methods, and are sustainable.
- Justina Bruns (Oglala Lakota), IAIA alumna and Museum Store employee, was accepted into the University of British Columbia's Master in Library and Information Studies Program. As part of the requirements of the program, Justina will be relocating to Canada in the next several months. To fill the need in staffing, the Museum Store was able to promote part-time employee Eddie Vargas (Isleta) to full-time and has welcomed Fae Ordaz (previously a seasonal employee) to our team as a permanent employee.

UPCOMING MUSEUM STORE HAPPENINGS

- The Stores, MarComm, and Collections are partnering together to produce new merchandise related to MoCNA exhibitions and to showcase work in the Collection. The

first round of products, depicting work currently on display from Linda Lomahaftewa, goes into production in early Q3. This will include notecards, a limited run of stickers, and face masks featuring her distinctive *Plague Doctor II* print.

- *Untitled* - Rebecca Kunz/Tree of Life Studios, an upcoming print and multi-media show, will be opening in late Q3 to coincide with summer. Rebecca Kunz (Cherokee) has had a line of products in the Museum Store for several years and will be introducing a different style of work during this show in the LKN Gallery.
- *Untitled* - Anthony Garcia, an upcoming jewelry showcase, will also open in late Q3. Anthony Garcia (Ohkay Owingeh) is an IAIA alum and self-taught silversmith. His creations often draw from pop culture, utilizing designs featuring iconic movie and music stars cast in traditional materials.

IAIA MUSEUM STORE FOUR YEAR SALES HISTORY (Q2 - 01/01/2021 - 03/31/21)

QUARTER	TOTAL SALES	TOTAL PROFIT	PROFIT MARGIN	MERCHANDISE SALES	ADMISSION SALES
Q2 FY21	\$18,590.14	\$5,831.63	31.37 %	\$18,365.14	\$225.00*
Q2 FY20	\$49,839.85	\$29,829.59	58.85 %	\$33,389.85	\$16,450.00
Q2 FY19	\$64,688.38	\$43,212.55	66.80 %	\$37,318.38	\$27,370.00
Q2 FY18	\$69,114.90	\$41,403.73	59.91 %	\$44,629.90	\$24,485.00

***Note:** In-store ticket sales halted early in Q1, with MoCNA switching to online booking only. Admission Sales do not reflect Online Ticket Sales. Please see the Online Store Data Report.

RESPONSE TO Q2 FY21 SALES FIGURES

- Q2 is typically the slowest quarter, and FY21 continued that trend. While the reopening of the Museum has greatly helped sales improve, the Store did opt to take a hit against profits to encourage sales and product movement. This ultimately will help the Stores, as much of the older or "piece-y" inventory has been moved, allowing for new and more relevant products to come in.
- High-price range items will be transferred to the Online Store at peak times to entice repeat customers. Luxury items have been shown more interest by our Online customers, and this will allow for the Museum Store to renew higher profit sales.

IAIA CAMPUS BOOKSTORE

CAMPUS BOOKSTORE HIGHLIGHTS (Q2)

- In January, the Campus Bookstore utilized the eCampus textbook rental program to ship 188 students' course textbooks to their homes across North America. A further 69 students picked up their textbooks at the Campus Bookstore. This was done through focused efforts of Store's staff, Academics' staff, and faculty (including Academic Tech), Marketing staff, and eCampus representatives with direct student contact, emails, phone calls, social media posts, and online guides. This process has only gotten better with each semester.
- In-store traffic at the Campus Bookstore was slow during Q2 due to the shift to online classes during Covid-19. Stores took this opportunity to shift the bulk of apparel, IAIA logo, and literature merchandise to the Online Store, where sales of this old stock are increasing rapidly. This also clears the way for exciting new merchandise in the much-anticipated Fall '21 semester.
- The Bookstore utilized the slower hours to fully reorganize the layout of the Store. The new flow of products on the shelves is meant to make the process easier for students to find what they need and to help staff identify gaps in merchandise offerings.

UPCOMING CAMPUS BOOKSTORE HAPPENINGS

- The Campus Bookstore will hold a raffle with fun IAIA Bookstore prizes for students who return their eCampus textbook rentals. As book return has usually seen the most confusion from students, the idea is that more engagement/rewards will help students understand the process by fully participating.
- A t-shirt design contest for student artists, to be judged by a panel of IAIA artists and professionals, will add to the excitement of Fall 21's return to campus life. The overall theme will be "what are you most looking forward to," concerning returning to Campus and/or to a post-pandemic world.

IAIA CAMPUS BOOKSTORE TWO YEAR SALES HISTORY (Q2 - 01/01/2021 - 03/31/2021)

QUARTER	TOTAL SALES	% CHANGE TO LY	PROFIT MARGIN	# OF TICKETS
Q2 FY21	\$7,014.07	67.27 % (-)	31.66 %	719
Q2 FY20	\$21,427.67	N/A	34.27 %	2,336

RESPONSE TO Q2 FY21 SALES FIGURES

- The Campus Bookstore is starting to see the expected increase in sales that comes with returns to Campus. Staff will be continuing to increase efforts to keep the Bookstore fully stocked with student/staff/faculty favorites, as well as providing new items based on student recommendations. The Bookstore will also continue to cycle products to the Museum and Online Stores to keep up with the changes in student wants.

IAIA ONLINE STORE

ONLINE STORE HIGHLIGHTS (Q2)

- The Online Store continues to build upon its previous success and has seen a very large increase in traffic. During Q2 FY21, the Online Store was expected to generate 450 new sales (between ticket sales for the Museum and product sales) and easily doubled that. The Online Store continues to receive multiple international sales per month and averages one institutional sale a week.
- The Online Store hosted a Spring Break sale, March 25th - 29th, to more success. The sale generated similar numbers to the Black Friday Sale during Q1, which was the most successful Online Sale to date. The Online Store was able to clear large amounts of inventory, most notable a large amount of Museum catalogs and books written by MFA graduates/mentors.
- The Online Store continues to gain new capabilities as it expands. MarComm has continuously assisted the Stores in adding new components to streamline checkout processes, reach previous customers about new promotions, and to create the best ticketing experience for the Museum.

UPCOMING ONLINE STORE HAPPENINGS

- In Q3, the Online Store will be utilizing new staff members with backgrounds in photography to add pieces of Fine Art from the Museum Store inventory. These pieces will be better presented in this format due to the size or fragility of the pieces. As this will become an ongoing addition to the site, the Stores will be able to present more merchandise at any given time.
- The Online Store will be utilizing new site components to add more features to the Museum Ticketing portion. This includes allowing for tour booking through the site and new email campaigns to alert guests to CDC regulations or other "need to know before you visit" information.

ONLINE STORE TWO YEAR SALES HISTORY (Q2 - 01/01/2021 - 03/31/2021)

QUARTER	GROSS SALES	NET SALES	ITEMS SOLD	ORDERS PLACED	SHIPPING CHARGES	ONLINE TICKETS	TICKET SALES
Q2 FY21	\$19,423.00	\$18,344.00	1030	887	\$1,079.00	734	\$10,021.00
Q2 FY20	\$269.00	\$187.00	6	6	\$82.00	N/A	N/A

Online Store data obtained from WooCommerce Reports.

ONLINE STORE ACTION PLAN

- The launch of additional inventory on the Online Store will help the Stores overall by moving inventory that has proven much harder to move in person. This includes several framed prints measuring over 3'x4', heavy sculpture pieces, and textiles. These pieces have also proven to be what customers are starting to ask for, with the return of travel and the ability to spend larger amounts.
- The Online Store continues to be a great tool in advancing the profile of the Museum. By continuing to keep ticket sales online (as well as offering in-store), the Stores will be able to provide visitors with more information prior to their visit and can act as a point of reference should the visitor want to know more about MoCNA and/or the Campus.

**Quarterly Report to the Board of Trustees
Institute of American Indian Arts
May 2021**

**Presented by Lawrence Mirabal, CFO
Aimee Balthazar, Controller**

**FINANCIAL STATEMENTS
As of March, 31**

BUDGET TO ACTUAL - SUMMARIZED
IAIA & AUXILIARY
For the Six Month Period Ending March 31, 2021

	TOTAL BUDGET	TOTAL ACTUAL EXPENDITURES	TOTAL BUDGET REMAINING	% REMAINING
EXPENDITURES BY CATEGORY				
COST OF SALES	\$ 226,480	\$ 86,755	\$ 139,725	62%
SALARIES & FRINGE BENEFITS	8,832,896	3,815,912	5,016,984	57%
OPERATING EXPENSES	1,199,009	466,876	732,133	61%
FOOD & CATERING	819,336	294,255	525,081	64%
PROFESSIONAL SERVICES	1,122,394	347,477	774,917	69%
SCHOLARSHIPS & FELLOWSHIPS	5,500	120	5,380	98%
M&R, UTILITIES & OTHER	1,472,502	626,436	846,066	57%
TRAVEL	265,695	341	265,354	100%
TRAINING	70,541	9,933	60,608	86%
VEHICLES	51,350	15,437	35,913	70%
TOTAL EXPENDITURES	<u>\$14,065,702</u>	<u>\$ 5,653,705</u>	<u>\$ 8,411,998</u>	<u>60%</u>

EXPENDITURES BY DEPARTMENTS

BOARD OF TRUSTEES	\$ 80,000	\$ 24,746	\$ 55,254	69%
OFFICE OF THE PRESIDENT	963,940	345,416	618,524	64%
INSTITUTIONAL RESEARCH	319,343	112,591	206,752	65%
INSTITUTIONAL ADVANCEMENT	403,217	162,694	240,523	60%
FINANCIAL SERVICES	749,216	353,911	395,305	53%
INFORMATION TECHNOLOGY	480,127	209,104	271,023	56%
CENTER FOR STUDENT LIFE	489,942	172,807	317,135	65%
ADMISSIONS & RECRUITMENT	323,463	96,658	226,805	70%
FACILITIES MANAGEMENT	1,527,980	714,455	813,525	53%
MUSEUM	1,043,639	469,761	573,878	55%
ACADEMIC DIVISION	3,313,198	1,484,547	1,828,651	55%
STUDENT SUCCESS CENTER	953,336	319,317	634,019	67%
LIBRARY	440,338	207,093	233,245	53%
MFA CREATIVE WRITING PROGRAM	883,315	214,838	668,477	76%
MUSEUM SHOP	334,679	113,637	221,042	66%
CAMPUS BOOKSTORE	201,008	94,666	106,342	53%
STUDENT HOUSING	1,103,136	444,766	658,370	60%
CONFERENCE SERVICES	110,825	35,710	75,115	68%
STRATEGIC PRIORITIES PROJECTS	345,000	86,803	258,197	75%
TOTAL EXPENDITURES BY DEPARTMENTS	<u>\$14,065,702</u>	<u>\$ 5,653,705</u>	<u>\$ 8,411,997</u>	<u>60%</u>

EXPENSES NOT ALLOCATED TO DEPARTMENTS

Unemployment Insurance	\$ 20,000
Direct COVID response	75,000
IAIA Advocacy Fund	25,000
Interest on Debt - Residence Ctr NMFA Loan	235,580
Residence Center NMFA Loan	239,111
Reserve Addition	244,718
	<u>\$14,911,998</u>

STATEMENT OF REVENUES - COMPARATIVE
IAIA & AUXILIARY
Second Quarter Comparison - FY21 & FY20

	FY21			FY20 Actual 6 Months Ending 3/31/2020	Variance Between FY21 & FY20 YTD Actual Positive/(Negative)
	Projected Annual Revenues	Actual 6 Months To 3/31/2021	% of Projected Achieved YTD		
REVENUES					
Federal Appropriation	\$ 10,458,000	\$ 7,377,000	70.5%	\$ 7,377,000	\$ -
<i>Forward funding received prior year</i>					
CARES Act Funding - Institutional portion	171,259	171,259	100.0%	0	171,259
HEER Funding - TCCUs/AIHEC	1,085,861	1,087,815	100.2%	0	1,087,815
	\$ 11,715,120	\$ 8,636,074	73.7%	\$ 7,377,000	\$ 1,259,074
Tuition & fees	\$ 942,338	\$ 864,531	91.7%	\$ 1,321,167	\$ (456,636)
Distance Learning/Academic Tech.	100,091	111,555	111.5%	122,378	(10,823)
MFA Creative Writing Program	600,000	226,500	37.8%	246,000	(19,500)
MFA Studio Arts Program	109,725	0	0.0%	0	0
Student Fitness Center	15,000	5,782	38.5%	10,116	(4,334)
Residence Hall	284,939	261,735	91.9%	445,825	(184,089)
Family Housing Rentals	181,716	72,679	40.0%	168,334	(95,655)
Meal Plan	269,685	297,760	110.4%	542,585	(244,824)
Conference Services	101,000	0	0.0%	37,240	(37,240)
Museum Admissions	68,494	13,578	19.8%	51,305	(37,727)
Museum Shop Sales	177,776	33,284	18.7%	94,501	(61,217)
Campus bookstore sales	118,347	97,222	82.1%	106,856	(9,634)
Museum memberships	31,500	17,260	54.8%	16,262	998
Museum Contributions (temp restricted)	10,000	28,050	280.5%	36,610	(8,560)
General Contributions (unrestricted)	180,000	5,136,754	2853.8%	290,507	4,846,247
Scholarship, Education Donations	279,500	624,517	223.4%	539,977	84,540
Trust Endowment Draw	135,000	0	0.0%	0	0
Miscellaneous Income/Indirect Revenue	75,000	51,274	68.4%	64,898	(13,623)
REVENUES EXCLUDING FEDERAL APPROPRIATION	\$ 3,680,111	\$ 7,842,481	213.1%	\$ 4,094,558	\$ 3,747,923
Estimated reduction for:					
Uncollectible Student Accounts	(83,233)				
Excess Institutional Scholarships	(400,000)				
TOTAL REVENUES	\$ 14,911,998	\$ 16,478,555	110.5%	\$ 11,471,558	\$ 5,006,997

SCHEDULE OF REVENUES AND EXPENDITURES
IAIA & AUXILIARY
Six Month Comparison - FY21 & FY20

	FY21 Unaudited 6 Months Ending March 31, 2021	FY20 Audited 6 Months Ending March 31, 2020	Variance Favorable or (Unfavorable)
REVENUES			
Federal Appropriation	\$ 7,377,000	\$ 7,377,000	\$ -
CARES Act Funding - Institutional portion	171,259	-	171,259
HEER Funding - TCCUs/AIHEC	1,087,815	-	1,087,815
Tuition & Fees	1,208,367	1,699,661	(491,294)
Residence Hall/Family Housing	334,414	614,158	(279,744)
Meal Plan	297,760	542,585	(244,824)
Museum Shop	46,862	145,806	(98,944)
Campus Bookstore Sales	97,222	106,856	(9,634)
Conference Services	-	37,240	(37,240)
Unrestricted Contributions	5,154,014	358,073	4,795,940
Temporarily Restricted Contributions	652,567	576,587	75,980
Trust Endowment Draw	-	-	-
Miscellaneous Income	51,274	64,898	(13,623)
TOTAL REVENUES	\$ 16,478,555	\$ 11,522,863	\$ 4,955,692
EXPENDITURES			
Cost of Sales	\$ 86,755	\$ 140,884	\$ 54,129
Salaries & Fringe Benefits	3,815,912	3,876,244	60,332
Operating Expenses	466,876	521,628	54,752
Food & Catering	294,255	497,422	203,167
Professional Services	347,477	321,842	(25,634)
Scholarships & Fellowships	120	2,850	2,730
M&R, Utilities & Other	626,436	646,805	20,369
Travel	341	116,399	116,058
Training	9,933	26,651	16,718
Vehicles	15,437	18,231	2,794
Total Costs General & Administrative	\$ 5,663,541	\$ 6,168,957	\$ 505,416
Non-Budgeted Auxiliary Revenues	(9,836)	(846)	8,990
TOTAL EXPENDITURES	\$ 5,653,705	\$ 6,168,111	\$ 514,406
NET INCOME/(LOSS)	\$ 10,824,850	\$ 5,354,753	\$ 5,470,098

SCHEDULE OF REVENUE AND EXPENDITURES
INSTITUTIONAL ADVANCEMENT
Six Month Comparison - FY21 & FY20

	FY21 Unaudited 6 Months Ending March 31, 2021	FY20 Audited 6 Months Ending March 31, 2020	Favorable or (Unfavorable) Change
REVENUES			
Donations:			
Endowed Scholarship Donations	\$ 134,393	\$ 17,528	\$ 116,865
Permanent/Chair Endowment Donations	3,730	1,438	2,292
General Donations	5,136,754	290,507	4,846,247
Scholarship Donations	624,517	539,977	84,540
TOTAL REVENUES	\$ 5,899,394	\$ 849,450	\$ 5,049,944
EXPENDITURES			
Personnel			
Salaries - staff	\$ 98,932	\$ 90,608	\$ (8,324)
Student Workers - temporary, non-WorkStudy	-	1,234	1,234
Social security	7,462	6,834	(627)
Retirement savings benefit	3,940	3,269	(671)
Insurance benefit	15,212	12,865	(2,348)
Total Personnel Expenditures	\$ 125,546	\$ 114,810	\$ (10,736)
Operating Expenditures			
Advertising - promotional	\$ 5,836	\$ 981	(4,855)
Contributions, gifts & awards	134	279	145
Dues & Memberships	14	14	(0)
Food & catering	-	87	87
Licenses & permits	5,095	-	(5,095)
Meeting Costs	-	68	68
Office supplies	1,019	1,430	411
Personnel search - advertising	310	603	293
Postage, freight & delivery	248	61	(186)
Printing	2,605	12	(2,593)
Receptions & shows	-	49	49
Solicitation & Cultivation	4,807	71	(4,736)
Stipends & honoraria	-	200	200
Subscriptions & Publications	634	111	(523)
Computer equip & software under \$5,000	2,291	6,491	4,199
Equipment & Furniture under \$5,000	660	-	(660)
Maintenance - equipment & software	7,313	6,916	(397)
Consultants/Professional Services	5,783	165	(5,617)
Travel - accomodation & meals	-	3,265	3,265
Travel - transportation	-	1,727	1,727
Utilities - telephone	398	368	(30)
Total Operating Expenditures	\$ 37,148	\$ 22,897	\$ (14,251)
TOTAL EXPENDITURES	\$ 162,694	\$ 137,707	\$ (24,987)
NET INCOME/(LOSS)	\$ 5,736,699	\$ 711,743	\$ 5,074,931

SCHEDULE OF REVENUE AND EXPENDITURES
MUSEUM SHOP
Six Month Comparison - FY21 & FY20

	FY21 Unaudited 6 Months Ended March 31, 2021	FY20 Audited 6 Months Ended March 31, 2020	Favorable or (Unfavorable) Change
SALES			
Sales less Discounts	\$ 33,675	\$ 94,485	\$ (60,810)
Shipping & Packing	17	262	(245)
Refunds	(407)	(245)	(162)
	<u>\$ 33,284</u>	<u>\$ 94,501</u>	<u>\$ (61,217)</u>
Cost of Goods Sold			
Cost of Sales	\$ 24,096	\$ 58,825	\$ 34,728
Gross Profit on Sales	\$ 9,188	\$ 35,677	\$ (26,489)
GP %	27.60%	37.75%	-10.15%
OTHER INCOME			
Admissions	<u>\$ 13,578</u>	<u>\$ 51,305</u>	<u>\$ (37,727)</u>
INCOME BEFORE OPERATIONAL EXPENSES	\$ 22,766	\$ 86,982	\$ (64,216)
EXPENDITURES			
Personnel			
Salaries	\$ 67,189	\$ 68,045	\$ 857
Payroll Taxes	4,554	5,115	561
Savings Plan	2,377	2,267	(110)
Insurance	8,923	10,779	1,856
Total Personnel Expenditures	<u>\$ 83,043</u>	<u>\$ 86,206</u>	<u>\$ 3,164</u>
Personnel costs as % of sales + admissions	177.21%	59.12%	-118.08%
Operating Expenditures			
Advertising - promotional	\$ 461	\$ 2,626	\$ 2,165
Bank charges	1,377	3,740	2,364
Cash (over)/short	76	(4)	(80)
Dues & Memberships	14	14	(0)
Exhibit costs	187	191	4
Food & catering	-	80	80
Licenses & permits	780	835	55
Meeting Costs	-	114	114
Office supplies	2,157	2,785	628
Postage, freight & delivery	154	2,489	2,335
Printing	44	-	(44)
Receptions & shows	-	408	408
Stipends & honoraria	-	50	50
Computer equip & software under \$5,000	-	1,132	1,132
Equipment & Furniture under \$5,000	193	391	198
Leasing - equipment	470	594	124
Maintenance - equipment & software	-	1,285	1,285
Travel - transportation	585	585	0
Total Operating Expenditures	<u>\$ 6,498</u>	<u>\$ 17,314</u>	<u>\$ 10,816</u>
TOTAL EXPENDITURES	\$ 113,637	\$ 162,345	\$ 48,708
INCOME/(LOSS) Before Notional Rent	\$ (66,774)	\$ (16,539)	\$ (50,235)
Notional Rent	<u>22,400</u>	<u>22,400</u>	<u>-</u>
NET INCOME/(LOSS)	<u>\$ (89,174)</u>	<u>\$ (38,939)</u>	<u>\$ (50,235)</u>

SCHEDULE OF REVENUE AND EXPENDITURES
CAMPUS BOOKSTORE
Six Month Comparison - FY21 & FY20

	FY21 Unaudited 6 Months Ended March 31, 2021	FY20 Audited 6 Months Ended March 31, 2020	Favorable or (Unfavorable) Change
SALES			
Sales less Discounts	\$ 97,320	\$ 107,199	\$ 9,879
Sales Returns & Refunds	(99)	(344)	(245)
	<u>\$ 97,222</u>	<u>\$ 106,856</u>	<u>\$ 9,634</u>
Cost of Goods Sold			
Cost of Sales	\$ 12,529	\$ 29,083	\$ 16,554
Gross Profit on Sales	\$ 84,693	\$ 77,773	\$ 6,920
GP %	87%	73%	14%
INCOME BEFORE OPERATIONAL EXPENSES	\$ 84,693	\$ 77,773	\$ 6,920
EXPENDITURES			
Personnel			
Salaries	\$ 20,632	\$ 21,991	\$ 1,359
Payroll Taxes	1,421	1,394	(26)
Savings Plan	762	748	(14)
Insurance	4,255	4,327	72
Total Personnel Expenditures	<u>\$ 27,070</u>	<u>\$ 28,461</u>	<u>\$ 1,391</u>
Personnel costs as % of sales	21.22%	20.58%	0.64%
Operating Expenditures			
Textbook Program expense	\$ 50,129	\$ 52,977	\$ 2,847
Bank charges	1,634	1,930	296
Cash (over)/short	21	3	(18)
Dues & Memberships	-	83	83
Food & catering	-	42	42
Office supplies	19	243	224
Postage, freight & delivery	3,264	133	(3,132)
Maintenance - equipment & software	-	642	642
Training - fees & materials	-	249	249
Travel - accomodation & meals	-	859	859
Travel - transportation	-	414	414
Total Operating Expenditures	<u>\$ 55,068</u>	<u>\$ 57,575</u>	<u>\$ 2,508</u>
TOTAL EXPENDITURES	\$ 82,137	\$ 86,037	\$ 3,899
NET INCOME/(LOSS)	\$ 2,555	\$ (8,264)	\$ 10,819

SCHEDULE OF REVENUE AND EXPENDITURES
CONFERENCE SERVICES
Six Month Comparison - FY21 & FY20

	FY21 Unaudited 6 Months Ended March 31, 2021	FY20 Audited 6 Months Ended March 31, 2020	Favorable or (Unfavorable) Change
REVENUE			
Facilities Rentals	\$ -	\$ 37,240	\$ (37,240)
INCOME BEFORE OPERATIONAL EXPENSE	\$ -	\$ 37,240	\$ (37,240)
EXPENDITURES			
Personnel			
Salaries	\$ 27,469	\$ 20,912	\$ (6,557)
Payroll Taxes	2,064	1,566	(498)
Savings Plan	1,648	667	(981)
Insurance	4,295	3,976	(318)
	\$ 35,475	\$ 27,121	\$ (8,354)
Personnel costs as % of Revenue		73%	73%
Operating Expenditures			
Bad debts	\$ -	\$ 15,313	\$ 15,313
Bank charges	1	94	93
Dues & Memberships	14	14	(0)
Food & catering	-	1,380	1,380
Utilities - telephone	219	303	84
TOTAL EXPENDITURES	<u>\$ 35,710</u>	<u>\$ 44,225</u>	<u>\$ 8,515</u>
NET INCOME/(LOSS)	<u>\$ (35,710)</u>	<u>\$ (6,985)</u>	<u>\$ (28,725)</u>

PERMANENT ENDOWMENTS

Six Months Ending March 31, 2021

	Program Enhancement			Quasi		Scholarship Endowments		General & Faculty Endowments				
Equities Gain / (Loss)	\$	282,611	9.88%	\$	251,561	9.77%	\$	181,130	9.89%	\$	150,249	9.87%
Dividend & Interest		16,805	0.59%		15,230	0.59%		10,715	0.58%		8,936	0.59%
Fees		(2,561)	-0.09%		(2,305)	-0.09%		(1,640)	-0.09%		(1,362)	-0.09%
Total 1st Quarter	\$	296,855	10.38%	\$	264,486	10.27%	\$	190,204	10.38%	\$	157,823	10.37%
Equities Gain / (Loss)	\$	103,962	3.37%	\$	73,586	2.12%	\$	66,569	3.36%	\$	55,273	3.37%
Dividend & Interest		7,429	0.24%		11,058	0.32%		4,757	0.24%		3,951	0.24%
Fees		(2,513)	-0.08%		(2,259)	-0.07%		(1,609)	-0.08%		(1,336)	-0.08%
Total 2nd Quarter	\$	108,878	3.53%	\$	82,385	2.38%	\$	69,717	3.51%	\$	57,887	3.53%
Average Monthly Account Balance		\$3,081,493			\$3,465,760			\$1,983,404			\$1,638,909	
ASSET GRAND TOTAL	\$	12,506,996										

To: Dr. Robert Martin
From: Suzette Sherman, Interim Director
Date: April 21, 2021
Subject: Office of Institutional Advancement Report / 2nd Quarter Report
(January 1 through March 31, 2021)

Mission Objective 1: Improve Student Success

1.A. Increase resources for students

1.1. Project: Grow Funds for Student Financial Need

- 2nd Quarter Income – January 1 through March 31, 2021: \$310,245 (\$63,941 was transferred to the IAIA Trust in April)
- **\$150,000 Endowed Scholarship from Gail and Joel Bernstein**
In December 2020, Gail and Joel Bernstein made their first of four pledged gifts towards an endowed scholarship to ensure their student support continues in perpetuity. We are truly grateful to the Bernsteins for their longtime commitment and extraordinary support of IAIA and our students.

1.D. Promote the involvement of all IAIA stakeholders in student success

1.1. Project: IAIA Foundation Board

- The Foundation Board continues its work on the overall fundraising goals to assist the Office of Institutional Advancement. On March 11, consultants from CCS led a Philanthropic Education and Training Session for the IAIA's Board of Trustees and Foundation Board. On April 13, CCS made a presentation of their final report and recommendations to the IAIA Board of Trustees, IAIA Foundation Board, and leadership and OIA staff.
- The Nominating Committee is seeking nominations to the Foundation Board of Directors. If you know someone who might be interested in serving on the IAIA Foundation Board, please notify OIA staff or Nominating Chair Sheryl Kelsey with your recommendation.

Mission Objective 3: Build a College Community

3.C. Strengthen alumni involvement

3.1 Project: Alumni Association and Alumni Council

- Alumni Association and Alumni Council "Walk to Graduation"
 - Working with Alumni Council, we have established a month-long fundraising campaign called "Walk to Graduation" through OneCause software.
 - All proceeds will be used to help re-establish and build the Alumni Scholarship.
 - The campaign will run from April 26 to May 28, 2021.

- During the Spring Semester of 2021, the Alumni Relations Office is working and communicating with the Alumni Council and brainstorming on a collaboration for fundraising on behalf of the Alumni Scholarship Fund. With a meeting scheduled monthly, we are all working towards keeping alumni engaged with IAIA.
- We will be revamping the Alumni page on the IAIA website to include Alumni Council activities, a blog that will be written by an Alumni Council member, an event calendar for alumni to share events such as Art Shows in their local community, and other resources for alumni.
- Alumni Relations has been reaching out to alumni by email and phone calls to inform them about the online Marketplace and inquire if they are interested in donating artwork for the 2021 Virtual Scholarship Event & Auction.

Mission Objective 5: Advance Contemporary Arts and Culture

5.E. Strengthen the connection between the College, its Museum, Tribes, and the Santa Fe Community

5.1. Project: IAIA 60th and MoCNA 50th Anniversary Celebrations

- We continue to work with anniversary co-chairs Dr. Robert Martin and Museum Director Patsy Phillips on coordinating a series of initiatives designed to build awareness of IAIA and cultivate donors and prospects throughout the anniversary year and in conjunction with the traveling exhibition *Action / Abstraction Redefined*. Outreach will also include communication and appeal strategies designed to grow the donor base and attract new philanthropic support.

Project: IAIA 2021 Virtual Scholarship Event & Auction on August 18, 2021

- Preparations are well underway for the 2021 Virtual Scholarship Event & Auction on the evening of Wednesday, August 18.
- This year we will be featuring award-winning clay artist Kathleen Wall (Jemez Pueblo), who will create three ceramic pieces specifically for the auction. Wall has been named the 2020-2021 Museum of Indian Arts and Culture's Living Treasure. She is a two-time graduate of IAIA and is excited to create an artwork that reflects her time at IAIA, friendships, and the continued connection to the College. Both Alumni Relations Officer Roanna Shebala, and Special Events Manager Beth Karevicius, will work to highlight Wall and all artists who donate their works to the event. The IAIA Foundation Board is working to expand the outreach to additional artists to enrich the number of auction items.
- An exhibition of the auction artworks will be on display in the Balzer Contemporary Edge Gallery to provide an opportunity for supporters to see the works before placing their auction bids. The IAIA President's Circle will be invited to a first look opportunity during a Member Preview Day on Tuesday, August 3, from 1:00 to 5:00 p.m. The exhibition will

then be open to the public August 4-13, Tuesday-Friday (1:00-5:00 p.m.). The online auction opens for silent bidding beginning on August 4 and closes on August 18.

- In addition to the live broadcast virtual event, our top twenty donors will receive a ticket for a table for two at an exclusive VIP Viewing Party on Wednesday, August 18, from 4:00 to 7:00 p.m. Guests can enjoy the live music, wine, and charcuterie boxes in the covered courtyard at the Museum of Contemporary Native Art. Dr. Martin will provide welcoming remarks before guests watch and participate in the live broadcast auction event.
- All in-person events in the Gallery and Museum will involve COVID-19 safe practices.

Project: President's Circle Virtual Events

- The next stewardship event for our President's Circle members is scheduled for Monday, May 10 (5:30-6:30 p.m.). Student Bryson Myers (Chippewa Cree) will perform his Honor Song as a preview to the IAIA Virtual Commencement. MIAC Living Treasure Kathleen Wall will give a presentation about her artistic achievements in the art studio. Updates will also be given on the new Studio Arts MFA, the Research Center, and renovation projects.

Mission Objective 6: Build Institutional Capacity for Growth

6.A. Ensure long-term sustainability and financial security

6.1. Project: OIA Workplan and CCS Advancement Consulting

- Our CCS advancement consultants, Lindsay Freyermuth and Martin Camacho presented their final report and recommendations to the IAIA Board of Trustees, Foundation Board members, leadership, and OIA staff on April 13. They have started to work with IAIA stakeholders and staff to implement strategic recommendations.

To: Dr. Robert Martin, IAIA President
From: Patsy Phillips, Director IAIA Museum of Contemporary Native Arts
Date: April 20, 2021
Subj: Quarterly Board Report for MoCNA
Staff listed: Manuela Well-Off-Man, Chief Curator; Tatiana Lomahaftewa-Singer, Curator of Collections; Winoka Yepa, Museum Education; Katherine Barry, Collection's Registrar; Sallie Wesaw-Sloan, Graphic Designer; Flannery Barney, Preparator & Exhibit Coordinator and Thomas Atencio, Security Manager.

INSTITUTIONAL PRIORITIES

I. Improve student success

- A. Increase resources for students
- B. Improve retention and completion

Barry serves as Secretary for IAIA Staff Council since February and has helped with monthly meetings through recording minutes, creating meeting agendas, and scheduling meetings.

- C. Develop student leadership skills

Phillips is mentoring IAIA student Veronica Quiquango. Veronica lives in Washington, D.C., and works at the National Museum of the American Indian. She is currently living and working in Ecuador for NMAI. Phillips has held several Zoom meetings with Veronica.

Well-Off-Man, Barney, and Wesaw work with student co-curators Joseph Maldonado (Ottawa/Chippewa) and Ethan Swearengin (Cherokee Nation) on the 2020/2021 BFA exhibition. Students learn all aspects of the exhibition, including a selection of artworks, exhibition layout, and design, writing exhibition and press release texts, completing loan agreements and condition reports, as well as preparing the gallery, and installing artworks.

- D. Promote the involvement of all stakeholders in student success

The collections department hired recent IAIA graduates, Austin Big Crow, Stephanie Stewart, and Robyn Tsinnajinnie, who assisted Steven Prins, Painting Conservator, on creating conservation condition reports, trained on the minor treatment of paintings, and creating painting backings. Prins has furthered offered Stewart and Tsinnajinnie the opportunity to work in his conservation studio on contract to assist with conservation treatment on works from other institutions.

Barry and Lomahaftewa-Singer gave presentations on their jobs and careers to Angelica Gallegos's Museum Administration class.

III. Build college community

- A. Promote community environmental engagement
- B. Promote health, wellness, and safety

All museum staff has been vaccinated since mid-April. Staff still wears masks and disinfects door handles and equipment each day.

Lomahaftewa-Singer created an RFP for security proposals to upgrade the Barbara and Robert Science & Technology building funded by IAIA Strategic Priorities. Proposal reviews will be held in mid-May, with work to begin over the summer and completed by September or sooner.

Atencio manages the museum's HVAC preventive Maintenance Services, Johnson Controls and Yearout Mechanical; replaces air filters as needed on two HVAC air handlers and throughout museum; Strategic Priority project replacement of 10 conference room windows completed and replacement of double doors to Art Park Courtyard will be started soon; Siemens Mechanical service HVAC software systems; Brazas Fire and Safety Serviced all fire extinguishers; Yellowstone Landscaping will clean courtyards and Art Park of brush and remove dead trees; Hired one part-time Security Officer 30hr a week; coordinate and supervise GS4 contract security for museum store post; janitorial and security staff continue to clean and sanitize museum; ensure all visitors and staff follow safe Covid -19 practices, including masks and 6' social distancing while on museum property; control visitor numbers in all areas, close galleries as needed as to not overcrowd areas; work closely with museum store to gradually increase capacity of visitors and operating hours of museum and store.

C. Identify and deliver effective institutional communication

IV. **Advance contemporary Native arts and cultures**

A. Continue to refine and implement indigenous assessment

B. Consider developing a Native Research Center

Finished initial conversion of collection data and images into Proficio Elements. Data clean-up and revising field structure in progress with a goal to have the database ready for use by June. Barry is overseeing the project with assistance from RoseMarie Cutropia, Contractor.

Completion of workflow documents to create research guides on the collection and archives for the website has been created by graduate intern students Kelsey O'Rourke and Lauren Paljusaj from the University of Michigan Library School of Information. Documents will be given to museum studies faculty for feedback and review.

C. Advance scholarship and dialogue on indigenous arts and cultures

Phillips wrote Director's Notes and Introductions for three new catalogs: *Exposure: Native Art and Political Ecology*, *Experimental ExPRESSions: Printmaking @IAIA, 1963-1980*; and *The Moving Land: 60 + Years of Art by Linda Lomahaftewa*.

Phillips is Chair for ATALM's national conference opening night in Washington, D.C., November 30 (if COVID restrictions allow). The committee is planning to honor Indigenous veterans. Phillips attended several planning meetings. Phillips presented as a panelist for St. Mary's College Symposium, Women's Wisdom Circle for Feminine Leadership Action."

Phillips interviews bi-monthly the founding director of the National Museum of the American Indian, W. Richard West, for the IAIA archives.

Well-Off-Man participated in the *Landscapes of Change Virtual Convening 2021*, organized by the Anchorage Museum, to discuss community-driven curatorial practices.

Well-Off-Man conducted a virtual site visit as AAM Peer Reviewer at the Miami University Art Museum (MUAM), Oxford, OH, as part of MUAM's re-accreditation. Well-Off-Man and peer reviewer Jason Steuber, Director at Appleton Museum of Art, College of Central Florida, interviewed MUAM staff, docents, and donors as well as members of Miami University's leadership and Myaamia Cultural Center and wrote a report for AAM's Accreditation Committee.

QatarAmerica Institute for Culture invited Well-Off-Man to present about MoCNA's curatorial work and collections.

Well-Off-Man and Yepa continue their collaboration with the Consulate General of Canada and the Indigenous Curatorial Collective on an Indigenous Curatorial Roundtable and a networking event to occur on May 13, 2021, with a networking event to occur on May 27th.

Yepa has been selected to present at the American Alliance of Museum 2021 Annual Meeting, "Resilient, Together." Yepa will be speaking with hundreds of museum professionals, leaders, artists, and innovators about her work on designing a digital residency for Indigenous artists as well as her digital engagement initiatives that she has been working on since the start of the pandemic.

Lomahaftewa - Collections Department:

1. *Action/Abstraction Redefined (AAR)* travelling exhibit
 - Contracted Steven Prins, Painting Conservator, to conduct condition reports for travel, train staff on applying painting backings, and provide minor treatment to some works.
 - The department is in the process of getting treatment estimates for some of the works that need medium treatment to stabilize works for travel.
 - Hired Joan Caballero, Art Appraiser, to appraise all works for travel
 - Created an RFP for crate and packing fabrication
2. *The Moving Land: 60+ Years of Art by Linda Lomahaftewa* exhibit
 - Scheduled Jason Ordaz and Eric Wimmer to photograph Lomahaftewa works for publication.
 - Developing a traveling prospectus based on outside interest.
 - Working with Lara Evans on securing funds to travel the exhibition.
 - Working with Eric Davis and Elissa Wheeler to create merchandise for sale from most requested works in the Lomahaftewa exhibit.
3. *Experimental ePRESSion: Printmaking at IAIA, 1963-1980* catalog
 - Pulling images for catalog including guest writer Rebecca Dobkins and Gerald McMaster's selections.
 - Co-authoring catalog introduction
 - Contracted IAIA Alumni Neebin Southall (Ojibwe) to help create artist bios and copy editing of catalog.
4. *Jeff Kahm In Loving Memory* (working title)
 - Deinstalled collection gallery to install a memorial exhibit for Jeff Kahm with works in the collection by Kahm.

New Acquisitions:

The following items were accepted by the Acquisitions Committee for the permanent collection at their virtual meeting held on **February 9, 2021**:

Donation: IAIA Graduating Student Bryson Meyers, 1 print

Bryson Meyers, Ojibwe Sunset series, 2020, monotype, 28 x 22 in., value/\$1,200

Purchase: IAIA Graduating Student Bryson Meyers, 1 print

Bryson Meyers, Ojibwe Sunset series, 2020, monotype, 28 x 22 in., \$1,200

Donation: Robert Dale Tsosie, 1 sculpture

Robert Dale Tsosie, Pueblo Starship, 2019, Indiana limestone on granite base, 11 x 16.5 x 8.25 in., value/: \$2000

The following items were accepted by the Acquisitions Committee for the permanent collection at a virtual meeting on February 9, 2021:

IAIA Artist in Resident (AiR) Purchases were selected from over 200 submissions by AiR Artists by the Acquisitions Committee for the permanent collection over two days virtual meetings held **April 7-8, 2021**:

Ramona "Mona" Cliff, *Past/Presence/Future*, 2019, Green fabric, fabric applique, solid state drive, leather, artificial sinew, hairpipe bone, facet beads, 42 x 37 x 5 in., \$1,400

Jordan Ann Craig, *Crying Over Spilled Wine*, September 2020, acrylic on canvas, 45 x 45 in., \$7,000

Jordan Ann Craig, *Falling*, Edition of 12, September 2017, woodcut on Stonehenge Natural paper 250 gsm, unframed, 23.75 x 17.5 in., \$650

Jordan Ann Craig, *Red- Orange Dyed Quills*, Edition of 9, 2019, screen print on Somerset Radiant White 250 gsm, deckled edge, unframed 22 x 15 in., \$650

Orlando Dugi, *Lillie Dress*, Edition 1 of 1, March 2018, Mixed Media, 50 x 24 x 24 in., \$9,950

RYAN! Feddersen, *Bison Stack Crane*, Edition 1/20, 2018, Archival Pigment Print, 34 x 44 in., \$3,200

Wayne Nez Gaussoin, *505 Style*, Edition 1 of 2, Designed 2015, Found object, Sterling Silver, Leather, \$650

Erin Ggaadimits Ivalu Gingrich, *Paungat (Crowberries)*, 2018, Basswood, Acrylic paint and Glass beads, 20 x 15 x 2.5 in. (depending on installation), \$750

Robert "Spooner" Marcus, *In the Sky Pink*, 2019, blown glass, 8.5 x 8 in., \$1,200

Robert "Spooner" Marcus, *Kokopelli*, 2019, blown glass w/ matte finish, 40 x 10 x 6 in., \$3,400

Ed Archie NoiseCat, *ThunderWhorl*, Edition 7 of 12, 2020, Kiln Cast Leaded Crystal, color-hyacinth, 17.75 in. (diameter), \$7,500

Ed Archie NoiseCat, *In the Wake of the Whale*, Limited Edition, 24, 2019, Fused glass with stand, 23.75 x 19.25 x 0.3125 in., \$3,300

Wade Patton, *New Mexico*, 2020, prisma color, micron ink, graphite on original map, 17 x 25 in. (23.75 x 31.75 framed), \$1,500

Wade Patton, *On Our Way*, 2020, prisma color, micron ink, graphite on bristol paper, 24 x 18 in. (29 x 23.75 framed), \$1,100

Kevin Pourier, *4 Generations and 4 Gigs of Memory*, Edition 1, Buffalo Horn inlay w/ Orange Sandstone, Yellow Sandstone, Mother of Pearl; 4 GB flash drive, \$5,000

Luanne Redeye, *Frame Series (Father): If We Forgive our Fathers What Is Left"/..."*, 2017, fabric, seed beads, paper, thread, collage, gouache, and acrylic on watercolor paper, 19.5 x 11.25 x 0.5 in., \$2,000

Cara Romero, *Jackrabbit & Cottontail*, Edition of 10, "Jackrabbit, Cottontail & Spirits of the Desert" series, 2017, archival fine art photograph, 24 x 36 in., \$2,200

Cara Romero, *Naomi*, Edition of 15, "First American Girl" series, 2017, archival fine art photograph, 24 x 21 in., \$2,200

Jodi Webster, *Appliqué Cuff*, Edition 1, 2019, Sterling silver, 1.06 x 6.5 x 0.132 in., \$800

Jodi Webster, *Decimation By Decimal*, Single Edition, 2017, Sterling silver, beaver pelt, bone beads, glass beads, sinew, 19 x 11 x 1.75 in., \$2,000

The following Collection Loan requests are in process:

Museum of Indian Arts and Culture, Santa Fe, NM – *Clearly Indigenous* exhibit, May 16, 2021-June 16, 2022

- 1) Joe Feddersen, *High Voltage Tower*, 2004, glass, cat. CLV-64
- 2) Lillian Pitt, *She Who Watches*, 2014, glass, cat. YI-34
- 3) Rory Wakemup, *Ghost Shirt*, 2014, glass sculpture, cat. CHP-187
- 4) Larry Ahvakana, *Untitled*, 1978, glass, cat. ESK-105
- 5) Tony Jojola, *Night Keeper*, 1991, glass, cat. IS-5
- 6) Carl Ponca, *Untitled*, n.d., glass, cat. OS-15
- 7) Rory Wakemup, *Darth Chief*, 2014, cat. CHP-191 (glass bear claw necklace only)

New Mexico Museum of Art, *Go West Said A Small Voice: Gustave Baumann and Dreams of New Mexico* exhibit, August 14, 2021-February 13, 2022

- 1) Armond Lara, *Yellow Horse Dancer*, 2013, carving, cat. N-1249

National Cowboy & Western Heritage Museum, Oklahoma City, OK, *Western Wares* exhibit, Nov 2021-May 2022

- 1) Lloyd Kiva New, *Pink Indian Ponies*, n.d., clothing, cat., CHE-395
- 2) Lloyd Kiva New, *Desert Shirt*, n.d., clothing, cat., CHE-391
- 3) Lloyd Kiva New, *River Jacket*, 1960, clothing, cat., CHE-387
- 4) Lloyd Kiva New, *Leather Handbag*, 1950, clothing accessory, cat., CHE-396
- 5) Lloyd Kiva New, *Wool Tweeted Men's Sport Coat*, n.d., clothing, cat., CHE-114
- 6) Lloyd Kiva New, *Lavender Leather Women's Coat*, n.d., clothing, cat., CHE-118

Katonah Museum of Art, Katonah, NY, – *Arrivals* exhibit, Oct 3, 2021-Jan 23, 2022 (preliminary request)

- 1) Floyd Solomon, *Deceptus Magnus-October 12, 1492*, 1990, graphic, cat. L-46
- 2) Melanie Yazzie, *Guess Who's Coming*, 1992, graphic, cat. N-844

McMaster University Museum, Hamilton, Ontario, Canada, *We Are Made of Stardust* exhibit, Dec 2020-Mar 2021 (Preliminary Request Postponed)

- 1) Ken Tohee, *Maiden Voyager*, 1999, sculpture, cat. O-5
- 2) Kevin Red Star, *Sun Dancers*, 1964, painting, cat. CR-9
- 3) Susan Point, *Unity*, 1988, graphic, cat. SAL-19
- 4) Michael McCabe, *Untitled*, 1984, graphic, cat. N-1027
- 5) Unknown Artist, *Untitled*, n.d., graphic, cat. INST-250
- 6) Michael McCabe, *Untitled*, 1984, graphic, cat. N-1026
- 7) Barry Coffin, *Window to the Future*, 1992, painting, cat. PW-39
- 8) Jaune Quick-To-See-Smith, *El Morro*, 1981, graphic, cat. FL-6
- 9) Linda Lomahaftewa, *New Moon of the Buffalo I*, 1994, graphic, cat. H-367
- 10) Terran Last Gun, *Sun, Moon, Morning Star*, 2016, graphic, cat. BL-53
- 11) N. Scott Momaday, *Star Shield*, ca. 1976, graphic, cat. KI-32
- 12) Debra Yepa-Pappan, *Live Long and Prosper* 2008, digital print, cat. J-96

San Diego Art Institute, El Prado, CA, *Contemporary Indigenous Art: The Pacific Coast* exhibit (Request postponed - Still awaiting formal request)

- 1) James Luna, *Half Indian/Half Mexican*, 1991, photo, cat. CAL-1
- 2) James Luna, *Half Indian/Half Mexican*, 2011, photo, cat. MS-79

D. Increase internship and apprenticeship opportunities

Yepa and Well-Off-Man will work with summer intern Elizabeth Sullivan, who is an art historian and visual studies student at Denison University in Granville, Ohio. In addition, Well-Off-Man and Barney are training IAIA senior Joseph Maldonado (Ottawa/ Chippewa) in the exhibition department. MoCNA curatorial and collections departments continue to work with SAR interns Sháńdíí Brown and Emily Santhanam on didactics and preparation of artworks for the traveling exhibition *Action/Abstraction Redefined*.

Collections department is hosting the 2020-2021 SAR Interns Emily Santhanam (Chickasaw) and Sháńdíí Brown (Navajo) from April 6-May 25, 2021. Interns are assisting with opening crates and condition reporting of return loan C. Maxx Stevens *Last Supper* installation, re-housing and relocation registration of a shelf of baskets, and preparing paintings for the AAR traveling exhibit by applying painting backings and some minor aesthetic treatment training with Steven Prins, Painting Conservator.

E. Strengthen the connection between the College, its Museum, Tribes, and the Santa Fe community

Phillips is participating in the City of Santa Fe's efforts to protect the collection at the old School of Art & Design. Museum directors across Santa Fe submitted a letter in support of saving the collection and held a Zoom meeting to discuss the collection.

Phillips and Dr. Martin are Co-chairs for IAIA's 60th anniversary and MoCNA's 50th anniversary in 2022. Several meetings were held to brainstorm ideas.

Due to the pandemic, the museum had to temporarily suspend the Docent and Volunteer program for the safety of our volunteers, docents, and staff. On Wednesday,

April 14th, 2021, Yepa planned a kickoff meeting to reactivate the docent and volunteer program, in which 12 were in attendance. Yepa and Phillips discussed museum happenings and upcoming public programs with the group as well as information about upcoming volunteer and docent training and public programs/tours for the group to participate in. We hope to bring back docent-led tours this summer with the safety of our volunteer docents being an important factor in these new developments.

On March 1st, MoCNA kicked off their second virtual Social Engagement Art Residency (SEAR) program. Two artists, Eric-Paul Riege (Diné) and Anna Tsouhlarakis (Dine/Greek), participated in the one-month virtual residency. Both artists shared their social engagement projects with our community and museum audience through online blog posts, two artist talks, two virtual workshops, two Instagram takeovers, and a guest lecture with students at the New Mexico School for the Arts.

Yepa continues to work on a series of digital engagement initiatives for our online community including MoCNA's mobile app and the development of a second virtual museum. Yepa has updated the mobile app to include our three newest exhibitions: *The Moving Land: 60 + Years of Art by Linda Lomahaftewa*, Michael Namingha: *Altered Landscapes*, and the Spring 2021 BFA show. On April 9th, MoCNA's second virtual museum launched on the Matterport website and includes two virtual replicas of *The Moving Land* and Michael Namingha's *Altered Landscapes*.

Yepa gave two virtual tours of the museum's VR exhibition, *Indigenous Futurisms: Transcending Past/Present/Future* to the Friends of American Art & Indian Cultural Society group from the Birmingham Museum of Art and the Friends of Native American Art group at the Montclair Art Museum.

Yepa is putting together activity totes and art kits for the community to be distributed as a part of the Santa Fe Summer Youth Program, Vital Spaces Community Art Closet, and at food distribution events that occur at the Santa Fe Indigenous Center. Activity totes will feature booklets and activities for both children and teens and inspired by the museum's current exhibitions. 50 art kits will be distributed to youth that are inspired by the Printmaking exhibition.

Yepa was invited to serve as a guest critic for the New Mexico School for the Arts Senior Critique, which was held on April 1st.

F. Invest in professional development for faculty and staff

Phillips has attended the following webinars this quarter: International Council of Museums: Are Museums Relevant? – "The Whiteness of Museums" and "Museums as Influencers;" International Women's Forum "Philanthropy and Leaders;" First American Art Writer's Conference "How to write about contemporary Indigenous art;" IWF's "Do the Arts Matter?;" OCAD's Dr. Gerald McMaster's "Conversations with Indigenous Curators;" Albuquerque Museum of Art's Frida Kahlo exhibition talk and ATALM's one day summit on "Native Museum/Cultural Center".

Barney participated in the International Mountmakers Forum workshop *Brazing 101*, led by Saint Louis Art Museum Mount Maker Tim Skornia.

V. Build institutional capacity for growth

A. Ensure long-term sustainability and financial security

Phillips and Well-Off-Man participated in the Ford Foundation online event *The Futurity of the Field: How Treasures Support Transformation*. The gathering included representatives from America's Cultural Treasures, Black, Indigenous, and People of Color (BIPOC) on Zoom.

JoAnn Balzer connected Phillips and Lomahaftewa-Singer to Joan & Rick Chodash. Phillips and Lomahaftewa-Singer visited Chodash's home. They have an enormously rich collection of mostly northwest coast art and would like to give as a legacy gift an 11-foot totem pole (not titled) by Richard Hunt, born 1951, Alert Bay, Canada Kwa Guth Nation, Commissioned by the Chodash's, completed September 1993. The Chodash's have another totem pole they may want to leave as a legacy gift, as well as some northwest coasts masks. The next step will be for the Acquisition's Committee to discuss this donation.

Phillips and Well-Off-Man met with Alexander Thompson, Program Director at Foundation for Contemporary Arts. The organization invited MoCNA to apply for their prestigious Ellsworth Kelly Award. Only six art museums are invited annually to submit a proposal to support a solo exhibition of a contemporary visual artist.

Phillips met with the Native Arts & Cultures Foundation to participate in their study to examine convening opportunities and what subjects should be discussed.

B. Implement a marketing and communication plan to brand and promote IAIA

Yepa was interviewed by the Santa Fe Reporter and Coffee and Culture about the museum and museum's public and educational programming.

C. Determine need and capacity for new undergraduate and graduate programs

D. Annually reduce IAIA's carbon footprint by 5%

E. Increase staff and faculty as the institution grows

Ford Foundation, four-year grant, supports hiring three new full-time and part-time positions: MoCNA curatorial assistant Hank Cooper (Cherokee Nation) was hired and will begin in early May full-time. Part-time security guard Chris Martinez began in early April, and we're in the process of hiring a membership/program assistant.

To: Dr. Robert Martin
 From: Paul Moore, Interim Dean of Students
 Date: April 19, 2021
 Subj: Quarterly Board Report for Student Life

2021 Spring Semester Counseling Services – January – April 12, 2021

- IAIA Counseling Services provided phone and video counseling during COVID-19 in line with the NM Department of Health Orders and NM Counseling Board for behavioral health and mental health providers. We worked on getting temporary or reciprocal licensure in the following states to provide telehealth in: WA, OR, SD, UT, KY, AZ, ND, NY, ND, MO. We were able provide telehealth services, resources and support to MFA students who have reached out during this crisis. Welcomed 2 Native Masters Levels Counseling and Art Therapy Interns – Natasha Martinez, Alum and Jacquie Madsen.

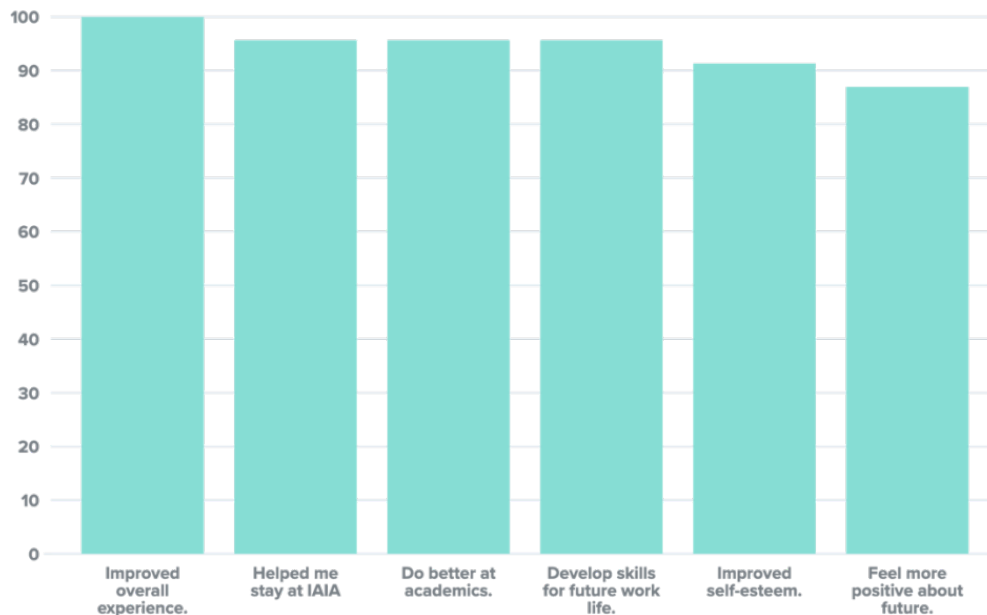
Academic Year Fall 2020	Total	Mila	Eliza	Madge
Number of students who received Individual Counseling	65	17	37	11
Direct Hours of Support Provided to Students/Staff	451	101	185	165
Supportive Outreach from Early Alert	37	8	16	13
Number of Students/Staff/Faculty Seen in Groups or Classroom Visits	92 (various students, staff, faculty)	64 Well Being Group -15 students, 5 staff, Small group 3, Visit Class – 41	38 Well Being Group – 15 students, 5 staff IQ2S+ - 6 students Orientation - 12	54 Well Being – 15 students, 5 staff Art Therapy Club – 6 students/ 2staff
Clients with trauma	55	12	34	9
Clients with suicidal ideation (disclosed)	23	9	13	1
Substance Misuse – Working on	12	1	6	5
1 st Offense	3	0	2	1
2 nd Offense	1	0	1	0
Other Housing Issues (Warning, Concern)	6	6	0	0
Psychiatric hospitalizations	1	0	1	0
Mental Health ER visit	1	0	1	0
Other hospitalization visit	0	1	0	1
Inpatient substance abuse treatment assistance	0	0	0	0
Clients starting school being discharged from psychiatric or mental health hospitalization	0	0	0	0
Estimated hour spent with students in hospital (not included incounseling session hours)	0	0	0	0
Referrals to resources in Santa Fe	41	6	29	6
Number of clients connected with Psychiatrist at IHS	3	1	2	0
Referrals to the ADA office for Accommodations	12	6	6	0
Counseling Supervision provided for intern and LMHC (non-independently licensed staff) required by Counseling Board	60	0	60	0

Results of Counseling Survey for Fall 2020 and Spring 2021 Midterm:

Mila had 21.74% of students fill out the survey (5 students). Madge had 26.09% of students fill out the survey (6 students). Eliza had 60.87% of students fill out the survey (14 students). Total 23 students.

We asked students who worked within the Fall 2020 and Spring 2021 semester to fill out the counseling survey; 23 out of 40 students asked to participate. That is a 57% completion rate.

Counseling Impact



100% (23 students) Agreed or Strongly Agreed that Counseling has improved their overall experience at IAIA.

95.65% (22 students) Agreed or Strongly Agreed Counseling helped them stay at IAIA (1 student was neutral).

95.65% (22 students) Agreed or Strongly Agreed Counseling has helped them do better at my academic work (1 student was neutral).

95.65% (22 students) Agreed or Strongly Agreed Counseling has helped them develop skills that are useful in future work life (e.g. self-understanding, understanding of others, improving communication skills, increased confidence, etc.) (1 student was neutral).

91.3% (21 students) Agreed or Strongly Agreed the Counseling has improved their self-esteem (how they feel about themselves) (1 student was neutral, and 1 student disagreed).

86.96% (20 students) Agreed or Strongly Agreed Counseling has helped me feel more positive about the future (3 students were neutral).

Selected individual student responses to the Counseling survey

- The feeling of going through life's hardships alone is no longer with me, and I feel that my life is more positive. With the talks, the meditation, and this mutual understanding of experience, I feel like I'm talking to someone who understands me and someone who is helping me.
- The counseling team has helped me face issues to help better myself.
- Counseling helped me set goals for myself that I didn't think of. Also, it helps me focus on myself instead of what is going on around me.
- She helped me to feel more comfortable about being who I truly am. It helps me de-stress.
- She had helped me as a person who was/is grieving over my late dad, dealing with stress, and learning how to deal with my mental health. I can't thank her enough for listening, understanding, and letting me vent to her and all my problems. I love the activities we do or try to do. I'm so glad to have so much support here at IAIA.
- Counseling is hard to stick with when mental health takes its toll on you, making it hard to do anything, but with this team and how diligent they are, they're able to continue to push me softly into the right direction. For them, I am grateful for not giving up on me and teaching me not to give up on myself either.
- I feel it's been super awesome to have a Native woman counselor who understands our world view more than others. This is a rare opportunity to receive help from someone like that. I know I get medicine from my counseling, and that is pretty helpful.
- Counseling has taught me how to be a better man for myself and my loved ones. I wish I could have access to counseling in my early 20s.
- The counselors at IAIA create a safe space for students, whether you just need someone to talk to, to help find ways to reduce stress or do a guided meditation. I am so thankful for their support during this time!

SPRING 2021 Activities Report

Date	Student Activity	Participation #'s
2/1/2021	Instagram Giveaway	29
2/5/2021	Craft N' Go Pick up	28
2/8/2021	SA Art Box (Registration Opens)	30
2/8/2021	Virtual Art Contest Theme: Happiness	4 Entries
2/9/2021	National Pizza Day- Pizza Giveaway	25
2/11/2021	Valentines Candy Grams	32
2/18/2021	DIY: Bullet Journal Kit	30
2/25/2021	Don't Be Salty...Have a Pretzel!	40
3/1/2021	March-SA Art Box	22
3/5/2021	March Craft Grab N' Go Kit	30
3/8/2021	Grab N' Go Mini Stress Kits	30
3/9/2021	Donuts & Chocolate Milk Giveaway	30
3/10/2021	Breakfast Burritos & Oj	30
3/11/2021	Virtual Giveaway: Nintendo Switch items	42

3/16/2021	Spring Break: Nerf Wars -Teams	12
3/17/2021	Spring Break: Where's Mi Gold Scavenger Hunt	7
3/18/2021	Spring Break: Music Bingo	15
3/29/2021	Virtual Key Chain Contest	3 Entries
4/1/2021	Egg Roulette	45
4/2/2021	DIY GROW KITS	40
4/6/2021	April SA Art Box	22
4/9/2021	Self -Care Kits	40
4/14/2021	"Step Into Spring" With the Counseling Team & Student Activities	TBA
4/22/2021	Earth Day Event-Co-Event with Land Grant	TBA
4/28/2021	Student Ambassador Competition	TBA
4/29/2021	Book Binding pick-up	TBA

Spring 2021 Additional information:

Sports Club Initiative has been introduced to on-campus Students.

- Sports Clubs Introduced: Archery, Golf, Disc Golf, Cycling Club, Running Club
- Sports Club Sign-up held on: March 24, 2021
- Sports Club Informational Meeting: March 26, 2021

Online Trainings/Webinars Attended 2021

- Increasing Motivation for Assessment Engagement
- Create Virtual Escape Rooms
- Best Practices for Managing Social Media Accounts
- Developing Strategies to engage online students

Additional Information:

Spring 2021, the goal for student activities was to listen to what students are interested in. Students were comfortable with virtual activities, and lunchtime activities worked best this semester for student engagement. As the semester goes on, the goal is to continue to provide activities that students are interested in. The Goal this semester was also to work with other Departments to provide student engagement. Student Activities worked with Land Grant on Earth day. Also working closely with counseling SA also co-host an event, "Step into Spring Event."

Housing Department

- Housing is working together with Student Life to implement a new policy geared toward requiring the COVID-19 vaccine and the ability to live on-campus, with certain exemptions allowed. This will implement some changes in the application process.
- Housing is hiring new Resident Assistants for the 2021-2022 Academic Year. We expect about half of the current team to return, but we are looking forward to several new candidates from the current Freshmen class.

- Housing has received 23 applications for Fall 2021, with 1 Family Housing application included in that total. In comparison to prior semesters, that is a slightly higher number than expected. Most of these applications are from incoming new students, so we should expect a dramatic jump at semester's end when the current on-campus returning students resubmit their applications.
- Housing has 52 students living in the Residence Center. Twenty students in the Family Housing units.
- Housing, along with the ADA Committee, is continuing to update the current Emotional Support Animal Policy. Housing expects to be able to introduce the changed policy to the committee at the semester's end.
- Housing continues to have very minimal incidents for the semester. The current group of students will be a model for other semesters to follow.
- Housing will have the following individuals working with them for the summer, Kelly Frye, Dane Koponen, and Fuku Ito.

Transportation Report

Transportation was provided for IAIA students to art stores, medical appointments, and town runs. Students sign up for shuttle requests through the Residential Assistant Office in student housing. Due to the COVID 19 social distancing guidelines for transporting passengers, the 15 passenger van transports 4-5 students and 2-3 students in the mini-van. Therefore, shuttle requests are scheduled on a first-come, first-serve basis.

The Shuttle Driver and students were required to wear masks, use hand sanitizer, and social distance while on the vans. The vehicles are sanitized either at Facilities by the Shuttle Driver or at a local car wash periodically.

On March 25th, students were transported to the Santa Fe Indian School (SFIS) for their first COVID 19 vaccination and again on April 15th for their second shot.

The following is the number of students transported from January 8 through April 13, 2021

Month	Destination	Transportation Participants
January	Town Run	10
February	Town Run	51
March	Town Run	98
	Medical Appt.	02
	Art Stores	01
April	Town Run	38
	Medical Appt.	01

Transportation Overview:

Due to returning out-of-state students arriving on campus in January, they were required to quarantine for two weeks. Therefore, the number of transported students for the month of January was low. In March, the number of students was high due to mid-term, spring break, and warm weather.

Administration

The second full semester in the ongoing Covid-19 pandemic has been again challenging for the Student Life Department. The departments have continued to adapt well to providing quality programming to the Student population both on campus and remotely and are looking to expand fall programming to a more in person format as New Mexico continues to lead the country in Vaccinations. The different areas have adapted well and will keep some of the online access and programming going forward. Online activities, Outreach thru social, remote counseling for students off campus are areas that will be integrated into the regular programming. The Prevention Programming is continuing under the Counseling Department and additional hours have been added to our contract worker to support Grief Counseling after the loss of Jeff Kahm.

A new mural is underway in our activities room in the recreation center and is scheduled to be completed by the end of the semester. The old kitchen in the rec center will be transitioned into a Bike Shop and Storage space for the new IAIA Collegiate Cycling Team. IAIA is the recipient of a 3 year 150-thousand-dollar grant from USA Cycling, Cannondale Bikes and EF Pro Cycling that is for HBCU and TCU schools. The announcement will be upcoming as details are finalized. The team will compete in the Southwest Region and racing begins in August; the initial team members have been out riding on a regular basis. This will make IAIA along with Navajo Tech the first Tribal Colleges with Collegiate Cycling teams and will position us for expanded national media outreach and student recruiting.

The ASG continues along with many schools to struggle in this Pandemic formatting and we hope to hold an election to have a new president later in April.

The department is also looking forward to the continued expansion of student activities to a more well-rounded area with a broader spectrum of activities that include sports, cultural and arts with the inclusion of the sports clubs.