FY 2024

CONGRESSIONAL BUDGET JUSTIFICATION

SUBMITTED TO THE

Congressional Committee on Appropriations

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

Title XV of Public Law 99–498 established the Institute of American Indian and Alaska Native Culture and Arts Development (IAIA) as an independent non-profit educational institution. The mission of the Institute is to empower creativity and leadership in Indigenous arts and cultures through higher education, lifelong learning, and community outreach. As a multi-tribal fine arts college for Native Americans, IAIA is dedicated to the study, creative application, preservation, and care of Indian arts and culture. The Institute is federally chartered and under the direction and control of a Board of Trustees appointed by the President of the United States.

2024 BUDGET REQUEST:

IAIA’s Fiscal Year 2024 federal budget request for operations is as follows:

- Fiscal Year 2023 Appropriated Funding  $13,482,000
- Fiscal Year 2024 Additional Funding Request  $500,000

Total Budget Request for Fiscal Year 2024  $13,982,000

EXECUTIVE SUMMARY

IAIA’s FY 2024 federal appropriations budget request is $13,982,000, which includes an increase of $500,000 for general operations over the enacted funding level in FY 2023. IAIA is dedicated to its mission of empowering creativity and leadership in Native arts and cultures, through higher education, lifelong learning, and outreach. The college consistently delivers demonstrable results and the highest value for all funding that is received, maximizing resources for students. Accountability and effective stewardship of resources are at the core of all decision-making at the college and are woven into the culture at IAIA.

During the most recent fiscal year, IAIA achieved several significant milestones.

- IAIA has fully staffed its newly established Research Center for Contemporary Native Arts (RCCNA) and construction on the RCCNA’s physical location continues. Located on the IAIA campus, the RCCNA will bring the college’s permanent collection of contemporary Native art together with its vast archives, in one space. Areas for scholarly research will be provided as part of the RCCNA’s construction, ensuring access to collections that are unrivaled anywhere in the world.
- The college was pleased to note that enrollment levels have stabilized and returned to pre-pandemic levels. This is a remarkable achievement, especially for a small institution with such a unique mission. This rebound is attributable to the hard work that the entire college community engaged in when faced with the uncertainty of the pandemic. As always, student wellness and success remained the top priorities and this translated into a continued desire for students to matriculate and persist, despite the many challenges that were faced.
- IAIA welcomed its third master’s degree program, an MFA in Cultural Administration. This program joins the two existing MFA programs in Creative Writing and Studio Arts, which have achieved remarkable success and acclaim in a very short time.
The requested FY 2024 funding level is essential to sustaining the delivery of IAIA’s high-quality programs, ensuring continued student success, and laying a foundation for future growth. In FY 2024, these are the priorities.

1. **Facilities Operations & Capital Improvements**
   IAIA remains steadfast in its commitment to tackling the climate crisis. To further this effort, the college will introduce electric vehicles to its fleet in FY2024, as well as infrastructure to support them. Additionally, IAIA continues to be challenged by the ongoing effects of inflation on facilities operations. Expenses for utilities, property & liability insurance, fuel, cleaning supplies, building materials, janitorial services, security, and replacement components have all increased substantially. In many instances, costs for these essential items have risen by nearly 50%. Although the college is proactive in its efforts to maximize value and solicit competitive quotes, prices have risen dramatically across the board.

2. **Finance and College-Wide Fixed Costs**
   IAIA is committed to recruiting and retaining highly talented faculty and staff. With ongoing challenges still present in the labor market, it is more critical than ever that the college secure the necessary resources to remain competitive, by ensuring that faculty are properly compensated through an established rank and step schedule, and staff salaries keep pace with the cost of living. To this end, IAIA will seek to match the administration’s proposed cost of living increase of 5.4%. In addition to a comprehensive portfolio of benefits to protect the health and well-being of all employees, IAIA will also continue to engage in other creative solutions to enhance the employee experience, such as offering partial work-from-home arrangements, as well as employee and dependent tuition waivers. The additional resources included in the FY 2024 budget are required to sustain each one of these strategies.

3. **Cyber Security**
   IAIA continues to prioritize investments that bolster cyber security at the college. These efforts will be focused on several specific areas, which include hardware, software, assessment, and employee training. Specifically, the college has identified the purchase of a new firewall, to replace existing hardware that has reached its end of life, as a priority, along with a plan to engage with a contractor to conduct a comprehensive security assessment and conduct cyber security training for employees. Keeping pace with the increased costs associated with a comprehensive suite of cyber-liability insurance coverage is also essential. This multi-faceted approach will significantly reduce the college’s exposure to cyber breaching and associated liability, as well as targeted phishing and ransomware attacks.
## IAIA FY 2024 Budget Request Summary Table

<table>
<thead>
<tr>
<th></th>
<th>FY 2023 Appropriations</th>
<th>Change</th>
<th>FY 2024 Request</th>
</tr>
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<td>Academic Division &amp; Library</td>
<td>4,100,871</td>
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<td>4,180,871</td>
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<td>Student Success Center/Learning Support Center (LSC)/Admissions, Records, Enrollment (ARE)</td>
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<tr>
<td>Student Life</td>
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<td>Facilities Operations</td>
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<td><strong>Operations Supported by Appropriation</strong></td>
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<td><strong>$500,000</strong></td>
<td><strong>$13,982,000</strong></td>
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</tbody>
</table>
Activity: Academic Division and Library

The Academic Division provides associate, baccalaureate, and master’s degrees, academic minors, certificate programs, and support services. This includes full library services, computing, and technology services, mentoring, advising, and high school outreach services to ensure a successful transition to college. IAIA is committed to student success.

Federal funding provides the base of support for all the Institute’s academic programs, including the cost of faculty salaries, equipment, and supplies for the operations of the academic center and library programs.

The College offers the following degrees:
- Associate of Fine Arts (AFA) in Studio Arts, Museum Studies
- Associate of Applied Science (AAS) in Media Arts
- Associate of Arts (AA) in Creative Writing and Native American Studies
- Bachelor of Fine Arts (BFA) in Studio Arts, New Media Arts, and Creative Writing
- Bachelor of Arts (BA) in Museum Studies and Indigenous Liberal Studies
- BFA and BA programs now also offer Minors in Art History; Creative Writing; Cinematic Arts; Studio Arts; Indigenous Liberal Studies, Performing Arts, and Museum Studies;
- Certification in Museum Studies & Business/Entrepreneurship
- Master of Fine Arts (MFA) in Creative Writing
- Master of Fine Arts (MFA) in Studio Arts
- Master of Fine Arts (MFA) in Cultural Administration

In the last decade, the campus has opened numerous facilities for instruction. These buildings house classrooms, labs, digital dome technology, computer labs for animation, graphic design, and moving image media, as well as sculpture and foundry facilities for working in glass, stone, wood, and metals. A combined-use performing arts and fitness center is the newest addition to the campus, which includes a state-of-the-art black box theater and full fitness amenities. All of this is, of course, in addition to IAIA’s world-class 3D, 2D, drawing, photography, ceramics, and jewelry-making studios. IAIA utilizes the Canvas system for delivering online education and as its learning management platform.

The Master’s degree program in Creative Writing has now been joined by MFA offerings in Studio Arts and Cultural Administration. These MFA programs will continue to be unique on a national level, both in subject matter and by the population they will serve. The college anticipates that as the reputations of all three programs continue to grow, so will demand.

The Academic Division oversees and leads the Research Center for Contemporary Native Arts (RCCNA), located on the IAIA campus. The RCCNA coordinates existing IAIA Archives and Collections Research Services, Artist-in-Residence Programs, and Museum Internships. The RCCNA will also host a scholarly Fellowship to support research and writing about contemporary Native American/Alaska Native art.

Program Requested in FY 2024 $ 4,180,871
Change from FY 2023 $ 80,000
Activity: IAIA’s Museum of Contemporary Native Arts

IAIA’s Museum of Contemporary Native Arts (MoCNA) is the country’s leading museum for exhibiting, collecting, and interpreting the most progressive work of contemporary Native artists. MoCNA is the only museum in the world dedicated solely to advancing the scholarship, discourse, and understanding of contemporary Native art. As such, it stewards the National Collection of Contemporary Native Art, 7,500 pieces of Native art in all mediums created in 1962 or later by Native American artists. The Museum is at the forefront of contemporary Native art presentation and strives to be flexible, foresighted, and risk-taking in its exhibitions and programs. The rotating exhibit schedule and programs generate opportunities to reach local, national, and international audiences. The FY 2024 budget request includes the cost of staff salaries; collection maintenance and exhibition costs; security, maintenance, and repairs for the museum building. As there are many activities planned for FY 2024, the following represents only highlights that will directly affect the budget:

1. Membership Development—develops marketing strategy to recruit new members locally, nationally, and internationally
2. Collection—document, inventory, archive, photograph and conserve the collection.
3. Exhibitions/Curatorial—curate and open new exhibitions in January and August of each year
4. Indian Market—develop and sponsor special programming

Program Requested in FY 2024 $1,093,723
Changes from FY 2023 $-0-

Activity: Student Success Center (SSC)/Learning Support Center (LSC)/Admissions, Records, and Enrollment (ARE)

Sustained funding will be required to support the Student Success Center. IAIA’s focus is on student success and increased retention rates continue to be top priorities. The Learning Support Center will continue to assist students with orientation, tutoring, advising, testing, peer mentoring, early alerts, and talking circles. In addition to these student support services, the center also includes financial aid, records and registration, scholarship/career services, student accounts, veteran affairs, disability services, and a National Honor Society chapter. This model and approach improve retention rates, especially for Minority Serving Institutions.

The department of Admissions, Records, and Enrollment (ARE) is responsible for student admissions, inquiry, records, recruitment, enrollment, and student services including student accounts and scholarship/career services. The Financial Aid office is also a part of the ARE department and determines financial aid awards including federal, state, tribal scholarships, institutional, and outside financial aid eligibility for potential and enrolled degree-seeking students.

The Admissions, Records, and Enrollment base program budget funds staff salaries/benefits, other operating expenses, maintaining and continuous improvement of the student records database, and student recruitment and marketing expenses.

For FY 2024, the programmatic recruitment strategy is again on target to intentionally recruit new freshmen from throughout the United States, transfer students from two-year colleges, and high school students through the New Mexico state dual credit program. With this strategy, an increase in enrollment is expected again in FY 2024.
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**Activity: Student Life**

The Division of Student Life provides a broad range of student services centered on Native American arts and culture. The Division oversees services in the areas of student and family housing, counseling, alcohol, and substance abuse prevention and healthy lifestyles education, recreation, intramural and extracurricular activities, as well as artistic activities, Native American cultural activities, events, student leadership, and student transportation. This division will also oversee the newly established director position for Diversity, Equity, and Inclusion.

The FY 2024 program budget request covers staff salaries and benefits, wages for student workers, and the division’s operational expenses.

<table>
<thead>
<tr>
<th>Program Requested in FY 2024</th>
<th>$ 996,376</th>
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<tr>
<td>Changes from FY 2023</td>
<td>$ -0-</td>
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</table>

**Activity: Facilities Operations**

Facilities Operations is responsible for the operations, maintenance repairs, security, and health and safety compliance of all campus buildings, works of art, grounds, equipment, and campus services. The Facilities department is additionally responsible for developing, implementing, and updating the campus master plan.

The rapid and sustained increase in prices of both goods and services has had a profound, challenging impact on the department’s ability to successfully serve the needs of the campus. The FY 2024 program request addresses this challenge and supports services, operational costs, and insurance for all campus buildings and grounds at the level that is required, as well as adding new electric vehicles to the college’s fleet.

<table>
<thead>
<tr>
<th>Program Requested in FY 2024</th>
<th>$ 797,101</th>
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<tr>
<td>Changes from FY 2023</td>
<td>$ -0-</td>
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</table>

**Activity: Finance and College-Wide Fixed Costs**

Finance and College-Wide Fixed Costs encompass Human Resources, Accounting, Procurement, Payroll, Cash Management, Budgeting, Reporting, Risk Management, Compliance, IT, and auxiliaries.

This area is responsible for procurement and purchasing activities under established policies and approved budgets, as well as administering compensation. HR provides all benefits administration, recruitment, and staffing support for the Institute. This division also prepares and compiles financial information for management, the Board of Trustees, auditors, funding agencies, and Congress.

The FY 2024 program budget request covers staff salaries, benefits, cost of living increases, wages for student workers, and fixed operational expenses.

<table>
<thead>
<tr>
<th>Program Requested in FY 2024</th>
<th>$ 2,257,754</th>
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<tr>
<td>Changes from FY 2023</td>
<td>$ 60,000</td>
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</tbody>
</table>
Activity: Information Technology (IT)

The FY 2024 program request includes the cost of salaries, training, contract support services, software licenses, maintaining computer services, and maintenance for infrastructure and systems hardware and core application software. The IT Strategic Plan provides the essential guidance required to ensure that Information Technology resources and strategies will continue to support IAIA’s rapid growth, multi-platform business, and academic needs.

In response to growing enrollment, the IT department needs to ensure that all networking infrastructure on the IAIA campus is state of the art and configured in alignment with best practices. Sustained funding will allow for this important work to continue.

Activity: Institutional Advancement (IA)

Primarily charged with raising endowment and unrestricted funds for the Institute of American Indian Arts, the Office of Institutional Advancement also provides alumni outreach and ensures that all gifts made to the Institute are acknowledged and expended, following donor intent.

IAIA has developed a donor stewardship plan and has been working diligently to increase its number of supporters. To further enhance the fundraising experience for donors and prospects, IAIA partners with its non-profit Foundation. The Foundation is charged with being the fiscal agent for charitable contributions to the college. The Foundation has been instrumental in helping the college gain trust and prominence within the Santa Fe community and raises its profile on a national level. Much of the cost of sustaining the Foundation has been absorbed by the Office of Institutional Advancement.

IAIA also continues to implement its strategy to re-engage alumni of the college. Almost 6 decades of students have attended and graduated from IAIA, including high school, certificate programs, bachelor’s degrees, and master’s degrees.

Activity: President’s Office

The President of the Institute is appointed by the Board of Trustees and serves as the Chief Executive Officer. In concert with Board policy, the IAIA President is responsible for general operations, setting institutional goals, and directing strategic planning initiatives to achieve them.
Capacity building and sustainability are particularly high priorities for the President’s Office. In this regard, the office is critical to increasing funding from foundations, corporations, tribal entities, and federal and state governments.

The Office of Sponsored Programs, within the President’s office, is charged with securing additional resources from public and private grants. The office of Marketing and Communications also reports to the President’s Office and is key in articulating the mission of the college, as well as sustaining the numerous positive relationships that IAIA has cultivated over the years.

Program Requested in FY 2024 $ 669,977
Changes from FY 2023 $ -0-

Activity: Board of Trustees

The Board of Trustees is comprised of 13 voting members and six non-voting members. The President of the United States appoints the voting members of the Board. The non-voting members include two members of the United States Senate, two members of the House of Representatives, and two ex-officio members. The Board of Trustees is responsible for the hiring and evaluation of the college’s President and fiduciary oversight of the Institute.

The funding for this area provides for travel costs for quarterly Board of Trustee meetings, legislatively mandated stipends, transcription and recording of meeting minutes, and incidental expenses.

Program Requested in FY 2024 $ 103,073
Changes from FY 2023 $ -0-

Activity: Land Grant Programs

The Land Grant Programs office at the Institute of American Indian Arts represents tribal outreach, technical services, extended education, and cultural exchange services for the Institute. The Land Grant Programs office provides a multi-faceted range of high-quality outreach education, training, technical assistance, and capacity development opportunities for Indigenous people and tribes. Organizational and programming priorities for the Land Grant Programs office include educational and land grant extension, tribal outreach, and partnership development with tribal communities.

The Land Grant Programs' focus on Indigenous ways of learning and decision-making is evident in the multi-faceted offerings that the department makes available. This priority reflects a long-term strategic commitment and relationship with tribes and indigenous communities that will serve to promote individual and tribal self-sufficiency, strengthen families, and support tribal capacity.

The Land Grant Programs office continues to be operated through a combination of private, state, and federal grants, as well as institutional funding.

Program Requested in FY 2024 $ 50,000
Changes from FY 2023 $ -0-
Activity: Institutional Research Office

IAIA is committed to fostering a culture of evidence and accountability, by using data to drive decision-making. As a result, the Institutional Research office was established to generate reliable, consistent data as well as accurate reporting of IAIA student, faculty, staff, museum, and facility data for writing proposals for external grant funding and fulfillment of federal and accreditation reporting requirements. Additionally, the Institutional Research office leads IAIA’s re-accreditation efforts, by the Higher Learning Commission and is responsible for most external reporting for the college.

Program Requested in FY 2024 $ 171,789
Changes from FY 2023 $ 0

Activity: Capital Improvements

The original campus buildings at IAIA are over two decades old. IAIA has begun a capital improvement campaign to refresh and update key academic spaces in some of the earliest-built facilities on the campus. Additionally, IAIA continues its build-out, as specified in the campus master plan. This augmented square footage has, of course, increased energy costs. To counter rising energy expenses and promote sustainability, the college has undertaken several large-scale, green initiatives. These have included the retrofitting of all external and much of the internal lighting with LED fixtures, as well as an ongoing commitment to implementing the college’s campus-wide solar power generation plan. In FY2024, infrastructure will be added to the IAIA campus, to accommodate newly added electric vehicles to the college’s fleet.

Program Requested in FY 2024 $ 475,953
Changes from FY 2023 $ 90,000
# IAIA Funding History / Revenue Trend Line

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<tr>
<th>REVENUES</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2023</th>
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<tr>
<td><strong>Federal Appropriation</strong></td>
<td>10,458,000</td>
<td>10,772,000</td>
<td>11,741,000</td>
<td>13,482,000</td>
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<tr>
<td><strong>Other Revenues</strong></td>
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<td>29,833,476</td>
<td>22,600,942</td>
<td>4,398,321 (Est)</td>
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<td><strong>Total Revenue</strong></td>
<td>23,434,896</td>
<td>40,605,476</td>
<td>34,341,942</td>
<td>17,880,321</td>
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EXCERPTS FROM THE ACT OF CONGRESS ESTABLISHING THE INSTITUTE CHARTER

SEC. 1502. “The Congress finds that—

• Indian art and culture and Native Hawaiian art and culture have contributed greatly to the artistic and cultural richness of the Nation;
• Indian art and culture and Native Hawaiian art and culture occupy a unique position in American history as being our only native art form and cultural heritage;

In order to coordinate the Federal Government’s effort to preserve, support, revitalize, and disseminate Indian art and culture…it is desirable to establish a national Institute of American Indian and Alaska Native Culture and Arts Development.

SEC 1503 The term “Indian art and culture” includes (but is not limited to) the traditional and contemporary expressions of Indian language, history, visual and performing arts, and crafts.

SEC 1510
(a) The primary functions of the Institute shall be—

(1) to provide scholarly study of, and instruction in, Indian art and culture, and
(2) to establish programs which culminate in the awarding of degrees in the various fields of Indian art and culture

(b) There shall be established within the Institute—

(1) a Center for Culture and Arts Studies…which shall include (but not be limited to) Departments of Arts and Sciences, Visual Arts, Performing Arts, Language, Literature, and Museology;

(2) a Center for Research and Cultural Exchange…which shall include—
(A) a learning resources center;
(B) programs of institutional support and development;
(C) research programs;
(D) fellowship programs;
(E) seminars;
(F) publications;
(G) scholar-in-residence and artist-in-residence programs; and
(H) inter-institutional programs of cooperation at national and international levels; and

(3) a Museum of American Indian and Alaska Native Arts (sec. 1510 (b))

(c) In addition to the centers and programs described in subsection (b), the Institute shall develop such programs and centers as the Board determines are necessary to—

(1) foster research and scholarship in Indian art and culture through (A) resident programs; (B) cooperative programs; and (C) grant programs;
(2) complement existing tribal programs for the advancement of Indian art and culture; and
(3) coordinate efforts to preserve, support, revitalize, and develop evolving forms of Indian arts and culture.