



Institute of American Indian Arts  
May 2016 Board of Trustees Meeting  
Friday, May 13, 2016 1:00 PM (MDT)  
LKN Welcome Boardroom



Institute of American Indian Arts  
May 2016 Board of Trustees Meeting  
Friday, May 13, 2016 1:00 PM (MDT)  
LKN Welcome Boardroom

- I. Call to order - Loren Kieve, Chair
- II. Invocation
- III. Determination of a Quorum
- IV. Approval of the Agenda
  - A. General Session Agenda
- V. Approval of Meeting Minutes - Loren Kieve
  - A. Academic Committee
  - B. Institutional Advancement Committee
  - C. Audit Committee
  - D. Museum Committee
  - E. Finance Committee
  - F. General Session Meeting
- VI. President's Report - Dr. Robert Martin
  - A. Institutional Research - Dr. Bill Sayre
  - B. Sponsored Programs - Laurie Logan Brayshaw
  - C. Marketing and Communications - Eric Davis
  - D. Land Grand Programs - Charlene Carr
- VII. Associated Student Government Report - Del Curfman
- VIII. Finance Committee - Barbara Davis Blum
  - A. Finance, HR, IT, Auxiliaries - Larry Mirabal
  - B. Financial Statement
  - C. Resolution(s)
    - 1. 2016-008 FY16 2nd Qtr Gift Acceptance
    - 2. 2016-009 President's Travel Expenses Approval
    - 3. 2016-010 Grievance Policy
- IX. Museum Committee - Sonya Kelliher-Combs
  - A. IAIA Museum Report - Patsy Phillips
- X. Academic Affairs Committee - Dr. Deborah Goodman

- A. Academic Division - Dean Teters
- B. Enrollment Management Division - Nena Martinez Anaya
- C. Student Live Division - Dean Carmen Henan
- XI. Institutional Advancement Committee - Brenda Kingery
  - A. Institutional Advancement Report - Alex Shapiro
- XII. New Board Business
- XIII. Executive Session (if necessary)
- XIV. Adjourn - Loren Kieve

# GENERAL SESSION MEETING

LKN Welcome Center Boardroom

Friday, May 13, 2016

1:00 p.m. – 3:00 p.m. MDT

- I. Call to order – Loren Kieve, Chair
- II. Invocation
- III. Determination of a Quorum
- IV. Approval of the Agenda
- V. Approval of Meeting Minutes
- VI. President's Report – Dr. Robert Martin
- VII. Associated Student Government President's Report – Del Curfman
- VIII. Finance Committee – Barbara Davis Blum
  - 2016-#008 - 2<sup>nd</sup> QTR. Gift Acceptance
  - 2016-#009 – President's Travel Expense Approval
  - 2016-#010 - Revised Grievance Policy
- IX. Museum Committee – Sonya Kelliher-Combs
- X. Academic Affairs – Dr. Deborah Goodman
- XI. Institutional Advancement Committee – Brenda Kingery
- XII. New Board Business
- XIII. Executive Session (*if necessary*)
- XIV. Adjourn

# INSTITUTE OF AMERICAN INDIAN ARTS

## ACADEMIC AFFAIRS COMMITTEE MEETING MINUTES

Friday, February 19, 2016  
Lloyd Kiva New Welcome Center  
Boardroom

### **Board Members:**

Barbara Davis Blum  
Barbara Ells  
Bidtah Becker  
Brenda Kingery\*  
Dr. Deborah Goodman\*  
Dr. Robert Martin  
JoAnn Balzer  
Kristine Miller\*  
Loren Kieve\*  
Princess Johnson

### **Staff:**

Char Teters  
Carmen Henan  
Jacque King  
Nena Martinez Anaya

### **Guests:**

### **Not in attendance**

Dr. Cynthia Chavez Lamar\*  
Sonya Kelliher-Combs\*

\*Committee Members

Dr. Deborah Goodman called the Academic Affairs Committee meeting to order at 9:05 a.m. (MST).

- I. Dean Char Teters, Dr. Bill Sayre, and Nena Martinez Anaya will attend the Higher Learning Commissions (HLC) Assessment Academy conference in April. All departments will assess one department-learning outcome using an Indigenous model designed through the Institute's participation in the HLC Assessment Academy.

Ryan Flahive, Archivist, has been working with Mrs. Aysen New to add material to the Lloyd Kiva New papers in the Institute of American Indian Arts (IAIA) archives. Mr. Flahive published Mr. New's memoirs, *Sound of Drums*. He is also the co-project manager and co-curator for the three exhibitions at the IAIA Museum.

Dean Teters proposed honoring Linda Lomahaftewa, Assistant Professor, who will retire at the end of the 2016-17 academic year. Ms. Lomahaftewa has a long history with IAIA that reaches back to the high school years. The Board of Trustees approved this recognition for Linda Lomahaftewa.

Dean Teters explained to the Trustees that when IAIA implemented the Academic Faculty Ranks System about two years ago those who possessed a terminal degree in

their field were ranked as an Assistant Professor, usual an entry-level for faculty. To be promoted to the rank of Associate Professor, it typically takes about seven years to advance in rank. The Assistant Professor must apply and then be evaluated by their peers. A committee, made up of members of the faculty, reviews the applicant's teaching history, service to the community, service to the students, and their overall career involvement, before approving or denying the promotion request.

The Institute has developed a Memorandum of Understanding (MOU) with Dickinson College. The first Dickinson student is enrolled this Spring Semester at IAIA.

- II. Nena Martinez Anaya, Chief Enrollment & Retention Officer reviewed the Institute of American Indian Arts (IAIA) 2016 Spring Semester enrollment; full time enrollment (FTE), increased by 9% up to 420 students. The total headcount of 610 students reflects a 19% increase. The headcount includes ninety (90) students from the IAIA Dual Credit Program offered to the Santa Fe Indian School. Students. The Institute accepted seven (7) transfer students as part of the 2 + 2 articulation program with Santa Fe Community College.

The Student Success Center (SSC) has observed an increase in student participation in the Learning Lab and with American with Disabilities Act (ADA) Services. The Learning Lab continues its workshop offerings during Spring 2016 and plans to add two more offerings related to the problem with procrastination and technology tools. The increase in ADA services is due partly to the additional communication about the Disability Support Service Programs offered to students. IAIA has installed a new ADA accessible jewelry bench, adjustable height work tables for ADA access, and new wheelchair curb cutouts installed around campus to improve access. Students with learning disabilities are enrolled in tutoring classes and an FM audio system for hearing impaired students is available for classroom use.

A new advising level pilot program called "*Achievement Coaching*" has been implemented. The Retention team will work in conjunction with primary Academic Advisors to support and provide outreach to students on Academic Warning or Probation, and those who have received an Early Alert or Attendance Alert.

The Fifth Annual Student Success Summit will be held on February 25, 2016, the topic will be "Student Leadership" This year's keynote speaker will be Winona LaDuke.

Lara Barela, Director, Financial Aid & Student Accounts, worked with former students to help them receive good standing status with the student loan repayment process. This effort has reduced IAIA student loan default rate. IAIA chooses not to participate in the student loan program permitting a student to graduate with no student loan debt. IAIA tuition is low, and there are a number of scholarship opportunities available to students.

One of the Higher Education Act reauthorization amendments proposed by Senator Lamar Alexander states that an Institution that participates in Title IV Federal Pell Grants programs also will be required to participate in the federal government loan program. The Tribal Colleges are opposed to Senator Alexander's proposal. Colleges with a high student loan default rate could lose their Title IV funding eligibility.

- III. Carmen Henan, Dean of Students, reviewed the Student Housing Numbers. 110 students occupy the residence hall, and 35 students reside in Family Housing.

Two Institute of American Indian Arts (IAIA) Associated Student Government (ASG) students, Del Curfman, President, and Leroy Grafe, Treasurer, joined Dr. Martin, President of IAIA and Ms. Henan at the American Indian Higher Education Consortium (AIHEC) Winter meeting. The group met with Senate Indian Affairs staff, the New Mexico Congressional Delegation – Representative Ben Ray Lujan, Senator Martin Heinrich, Senator Tom Udall and the staff for Senator Michelle Lujan Grisham's office.

Dean Henan, Mr. Curfman, and Mr. Grafe attended the Substance Abuse and Mental Health Services Administration (SAMHSA) TCU Summit following the AIHEC meeting. Dr. Iris Pretty Paint presented on suicide – *QPR Suicide Prevention: Question, Persuade, Refer* – a workshop focusing on Native culture and resilience. This year, the Gathering of Native Americans (GONA) presentation focused on the issues of alcohol abuse and trauma. Mr. Curfman and Mr. Grafe also attended the mentorship workshops for each topic.

The IAIA Ceremonial Council, held a Native American Church Ceremony on Saturday, February 13<sup>th</sup>, followed by a Sweat Lodge Purification Ceremony. A Sweat Lodge is offered every two weeks. Every Saturday evening there is a Native American Alcoholics Anonymous (AA) meeting in the Hogan.

Students are holding a fundraiser to charter a bus to attend the American Indian Higher Education Consortium (AIHEC) Student Conference in Minneapolis Minnesota in March. Raffle tickets may be purchased on the website; the raffle will be held on Monday, March 7<sup>th</sup>. There were thirty-five (35) student applications to attend the AIHEC Student Conference.

During the February community gathering, Tania Larsson and Melissa Shaginoff provided presentations on their experience while attending the 2015 Venice Biennale Marist College Studio Arts Program.

- IV. The nomination of David Bradley to receive the Honorary doctorate of Humanities at the May 2016 commencement ceremonies was approved by the Honorary Doctorate Committee during a conference call on Wednesday, February 17, 2016. David Bradley is an internationally exhibited artist. JoAnn Balzer moved to present resolution 2016-007 to the full 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 nomination of David Bradley to receive the Honorary Doctorate Degree of Humanities at the May 14, 2016, IAIA commencement ceremonies. Brenda Kingery seconded. There was no further discussion; Dr. Deborah Goodman called for a vote: in favor - 9, opposed - 0; abstained – 0. The Honorary Doctorate Committee will present resolution 2016-007 to the Board of Trustees during the General Session meeting.

Dr. Deborah Goodman adjourned the meeting at 10:13 a.m. (MST).

**INSTITUTE OF AMERICAN INDIAN ARTS**  
**INSTITUTIONAL ADVANCEMENT COMMITTEE**  
**MEETING MINUTES**

**Friday, February 19, 2016**  
**Lloyd Kiva New Welcome Center**  
**Boardroom**

**Board Members:**

Barbara Davis Blum  
Barbara Ells\*  
Bidtah Becker  
Brenda Kingery\*  
Dr. Deborah Goodman  
Dr. Robert Martin  
JoAnn Balzer\*  
Loren Kieve  
Kristine Miller  
Princess Johnson

**Staff:**

Alex Shapiro  
Bill Sayre  
Dean Teters  
Eileen Berry  
Gracie Schild  
Jacque King

**Guests:**

**Not in attendance**

Dr. Cynthia Chavez Lamar  
Sonya Kelliher-Combs\*

\*Committee Members

Brenda Kingery, Chair, called the Institutional Advancement Committee meeting to order at 10:21 a.m. (MST).

Alex Shapiro, Director of Institutional Advancement, introduced the new Development Officer, Eileen Berry. Ms. Berry worked recently as the Director of Development for the Cancer Foundation of New Mexico. She has a B.A. in Art History from St. Michael's College.

- I. Mr. Shapiro presented a video of the new Performing Arts and Fitness Building. Potential donors will view the video during fundraising events for the Performing Arts and Fitness Center. The Advancement Department developed a case statement folder that can be arranged to highlight a donor's specific interest. Mr. Shapiro provided the Trustees with a draft of the Institute of American Indian Arts (IAIA) Moving Forward Campaign Plan.

Ms. Berry, working with the IAIA Foundation Development Team, has scheduled three Moving Forward Donor Engagement Events. IAIA staff and the hosts of the engagement will follow up with guests according to information received at each event. Methods of follow-up may include letters, personal notes, phone calls, and/or personal visits.

The best message the Institute could send to potential donors is that there is full participation from the IAIA Board of Trustee and key leadership groups.. The Board members, the Foundation Board of Directors, and the members of the President's



Cabinet will be making personal commitments to this campaign. The Moving Forward Campaign target is \$4 million. IAIA received a lead campaign gift of \$1 million from the John and Sophie Ottens Foundation. The Institute expects to break ground for the new Performing Arts and Fitness Building in November of 2016.

- II. Mr. Shapiro proposed starting the President's Circle Events on Wednesday, May 11<sup>th</sup>. Tony Abeyta has agreed to host the kick-off reception at his art studio. The Advancement office scheduled Thursday, May 12<sup>th</sup> as a day of various activities for donors to be followed by an evening reception. To conclude the President's Circle Events, Dr. Martin will host an afternoon social on Saturday, May 14<sup>th</sup> following the commencement lunch. The Board of Trustees agreed to the proposed schedule of May 11 – May 14<sup>th</sup>, 2016.

The IAIA Arts Foundation established the Lloyd Kiva New Legacy Circle to allow donors in the Legacy Circle to contribute to IAIA programs through gifts from wills, trusts, or other forms of planned giving. The Legacy Circle members will receive an invitation to the four days of President's Circle activities in May.

- III. The IAIA Foundation elected a new member to their Board, Mr. Mike Daly. Mr. Daly joined the Board in the fall of 2015. Another candidate, approved by the Governance Committee, will be joining the Foundation Board in March.
- IV. The honorary co-chairs for the 2016 IAIA Dinner, and Auction will be Gilbert Waldman and Christy Vezolles, Founder of Art Value LLC.

Brenda Kingery adjourned the meeting at 11:04 a.m. (MST).

# INSTITUTE OF AMERICAN INDIAN ARTS

## AUDIT COMMITTEE MEETING MINUTES

Friday, February 19, 2016  
LKN Welcome Center Boardroom

### **Board Members:**

Barbara Davis Blum  
Barbara Ells\*  
Bidtah Becker\*  
Brenda Kingery  
Dr. Deborah Goodman  
Dr. Robert Martin  
JoAnn Balzer  
Kristine Miller\*  
Loren Kieve  
Princess Johnson

### **Staff:**

Aimee Balthazar  
Bill Sayre  
Jacque King  
Larry Mirabal  
Patsy Phillips

### **Guests:**

Audrey Jaramillo

### **Not in attendance**

Dr. Cynthia Chavez Lamar  
Sonya Kelliher-Combs

\*Committee Members

Bidtah Becker, Chair, called the Audit Committee meeting to order at 11:05 am (MST).

- I. Jaramillo Accounting Group (JAG) provided an unqualified/clean opinion and no issues. The two findings from FY 2014 -the late enrollment report submitted to the National Student Loan Data System and Title IV Funds documentation - were both resolved.

The Trustless will receive a copy of the JAG Management letter via email once IAIA has received it. The Management letter will list two recommendations to strengthen IAIA's internal controls and processes. The first will recommend that all accounting policies and procedures be reviewed annually and updated for new and modified processes. The second recommendation will be to implement an Information Technology Password Change Policy and monitor/enforce the policy.

Audrey Jaramillo, Managing Partner at JAG, also recommended that management utilize IAIA's Employer Identification Number (EIN) on future grant applications. Ms. Jaramillo explained that once the Institute's EIN receives the grant, the grant related activity can be recorded directly to the Institute's general ledger, this would reduce the number of

accounting entries required to transfer the grant activity between the IAIA Trust and the Institute. The IAIA Congressional Charter mandates establishing a Trust Account to be the conduits for the Institute to receive external funding, i.e. capital campaign gifts, endowment gifts, and unrestricted gifts.

Scott Eliason, Engagement Partner at JAG, via conference call, reviewed the IAIA Financial Statements and Independent Auditor's Report.

Bidtah Becker adjourned the meeting at 11:35 a.m. (MST).

# INSTITUTE OF AMERICAN INDIAN ARTS

## MUSEUM COMMITTEE MEETING MINUTES

Friday, February 19, 2016  
LKN Welcome Center Boardroom

### **Board Members:**

Barbara Davis Blum  
Barbara Ells\*  
Bidtah Becker\*  
Brenda Kingery  
Dr. Deborah Goodman  
Dr. Robert Martin  
JoAnn Balzer  
Kristine Miller  
Loren Kieve  
Princess Johnson\*

### **Staff:**

Jacque King  
Patsy Phillips

### **Guests:**

### **Not in attendance**

Dr. Cynthia Chavez Lamar  
Sonya Kelliher-Combs\*

\*Committee Members

Sonya Kelliher-Combs, Interim Chair, called the Museum Committee meeting to order at 11:38 a.m. (MST).

- I. *Acting OUT: A Symposium on Indigenous Performance Art*, took place in December 2015. The event was organized and hosted by the Institute of American Indian Arts (IAIA) Museum of Contemporary Native Arts, New Mexico Museum of Art, Museum of Indian Arts and Culture (MIAC), and the Lensic Performing Art Center. The symposium and workshops were held at MIAC on December 3<sup>rd</sup>, and the symposium took place at the St. Francis Auditorium, New Mexico Museum of Art, December 4<sup>th</sup>. On the evening of December 4<sup>th</sup>, internationally acclaimed artists James Lunda, Guillermo Gomez-Pena, and Rebecca Belmore, performed at the Lensic Performing Arts Center.

During the past quarter, the IAIA Museum acquired 44 works of art. Most recently the Museum accepted and processed a large donation from Rick Bartow, a Native American artist of Wiyot and Yurok heritage.

The Museum hiring committee selected two candidates to interview for the Chief Curator position. Candice Hopkins, former Chief Curator, will continue to work with the Museum as an advisor on exhibits.

The second floor Kieve Family Gallery features the *Visions and Visionaries* exhibit, which draws from the strength and diversity of the permanent collection at the IAIA Museum.

Sonya Kelliher-Combs adjourned the meeting at 12:01 p.m. (MST).

# INSTITUTE OF AMERICAN INDIAN ARTS

## FINANCE COMMITTEE MEETING MINUTES

Friday, February 19, 2016  
LKN Welcome Center Boardroom

### Board Members:

Barbara Davis Blum\*  
Barbara Ells  
Bidtah Becker  
Brenda Kingery  
Dr. Deborah Goodman\*  
Dr. Robert Martin  
JoAnn Balzer  
Kristine Miller  
Loren Kieve\*  
Princess Johnson

### Staff:

Char Teters  
Jacque King  
Larry Mirabal

### Guests:

### Not in attendance

Dr. Cynthia Chavez Lamar  
Sonya Kelliher-Combs

\*Committee Members

Barbara Davis Blum, Chair, called the Finance Committee meeting to order at 12:46 p.m. (MST)

- I. Ms. Blum reviewed the Institute of American Indian Arts (IAIA) Financial Statement.
  - Budget to Actuals:
    - As of December 31, 2015, expenses are tracking 4% under budget. This is the second year IAIA reported under budget expenses.
    - The Institute deposited \$523,728 in the Contingency Reserve, the amount allocated in the FY15 budget. In just two fiscal years IAIA has built the Reserve account to \$1,048,332.
  - Statement of Revenues:
    - At the end of the first quarter, IAIA achieved 35.4% of projected non-appropriated revenue for FY16.
    - Tuition, contributions, and miscellanies income are all tracking above predictions.
  - Schedule of Revenues and Expenditures:
    - The non-appropriation revenue is up over \$145,000, compared to this time last year.
    - Expenditures appear higher than last year due to a calendar irregularity, 27 paydays instead of 26, which has no real impact on the budget.

- The first quarter sales in the Museum Shop reflect a slight decrease. IAIA hired a consultant, Guillermo Tilley, to run the Museum Shop. Mr. Tilley also manages the IAIA campus bookstore.
- The IAIA bookstore continues to increase revenue; the store has regularly reflected a loss in revenues.
- Revenue for Institutional Advancement was down by about 30% from this time last year but remains above budget predictions.
- The Conference Services has a full schedule for summer 2016 and is expected to achieve its projected budget goal.
- Endowment:
  - The IAIA Permanent Endowment account is about \$4.6 million.
  - During the last investment meeting, Wells Fargo reviewed with Larry Mirabal, CFO, changes they were making to our investment strategy. They will move away from investing in commodities due to low inflation projections. Wells Fargo will begin overweighting equities and underweighting exposure to bonds. They will move to overweighting equity hedge funds.

JoAnn Balzer moved to accept resolution 2016-004, 4<sup>th</sup> Quarter Gift Acceptance: 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. Dr. Deborah Goodman seconded. There was no further discussion; Barbara Davis Blum called for a vote: in favor – 9, opposed – 0; abstained – 0. The Finance Committee will present Resolution 2016-004 to the Board of Trustees during the General Session meeting.

Larry Mirabal reported a successful migration to self-insuring the college's health care benefit as of January 1, 2016

- II. The Performing Arts and Fitness Building project continues to progress. In the past quarter, the meeting was held to discuss visual elements and functionality of the building.

The design work from Dyron Murphy Architects and the Request for Proposal (RFP) work for the academic building roof, and HVAC systems project continues. We are on schedule to begin installation the week following commencement. Funding for this project will come from the capital outlay funds that IAIA has secured from the state.

The facilities department has been leading some sustainability initiatives on campus. The staff replaced existing halogen lighting with LED's, which included removing light fixtures. This last quarter, facilities began replacing bathroom light and fan switches with timed and motion detection units.

- III. Mr. Mirabal provided a presentation "Understanding Financial Statements 101".
- The General Layout of the Financial Statements:
    1. **The Statement of Net Position** (the Balance Sheet)
      - Provides the macro look at the overall financial position of the college
      - Demonstrates assets of the college by category, both assets and liabilities are broken down, by current and long-term.
      - At a glance, the reader can quickly assess what the net position of the college is
      - At a healthy institution, the net position should be positive

2. **The Statement of Revenues, Expenses, and Changes in Net Position**  
(the Income Statement)

- Provides information about where resources for operating the college come from and how they are used
- Demonstrates the ability of the college to operate in a sustainable manner from year to year

The Institute's Income Statement and most non-profits show two categories, operating revenues, and non-operating revenues. Operating revenues are revenues that the college earns as the result of performing a particular service. Non-operating revenues can either be through appropriation or the awarding of grants.

3. **The Statement of Cash Flows**

- Demonstrates whether or not the institution has adequate cash on hand to support current operations
- Speaks to the liquidity of the college and its ability to function in practice, versus on paper

Sources of cash are broken down into categories, Cash Flow from Operational Activities, Non-Capital Financing Activities, Capital and Related Financing Activities, and Investing Activities.

4. **Notes to the Financial Statements**

- These notes contain valuable information for putting the numbers in context, including:
  - Accounting methodology used – As a public organization IAIA practices the Governmental Accounting Standards Board (GASB) guidelines.
  - Definition of assets classifications
  - Detailed breakdown of particular asset and liability classes
  - Citations of significant financial policies employed by the college
  - A detailed breakdown of the endowment.
- The notes are located on the yearly audit. They provide the detail and backstory for many of the numbers reflected in the statements. They may also be used to cite policy, as it pertains to the financial statements, as is the case with endowment spending.

The Auditors recommended that management utilizes IAIA's Employer Identification Number (EIN) on future grant applications. Once the Institutes receives the grant, the related activity can be recorded directly to the IAIA general ledger. This will reduce the number of transfer activity between the Institute and the IAIA Foundation.

Future Board of Trustees Financial Training

Part 2 – The Budgeting process at IAIA

Part 3 – Understanding the audit and financial ratios

Part 4 – The Board of Trustee's role in fiscal oversight

Barbara Davis Blum adjourned the meeting at 1:50 p.m. (MST).



# INSTITUTE OF AMERICAN INDIAN ARTS

## GENERAL SESSION MEETING MINUTES

Friday, February 19, 2016  
LKN Welcome Center Boardroom

### **Board Members:**

Barbara Davis Blum  
Barbara Ells  
Bidtah Becker  
Brenda Kingery  
Dr. Deborah Goodman  
Dr. Robert Martin  
JoAnn Balzer  
Kristine Miller  
Loren Kieve  
Princess Johnson

### **Staff:**

Jacque King  
Larry Mirabal  
Patsy Phillips

### **Guests:**

DeLanna Studi  
Terry Snowball

### **Not in attendance**

Dr. Cynthia Chavez Lamar  
Sonya Kelliher-Combs

- I. Loren Kieve, Chair, called the Board of Trustees General Session Meeting to order at 2:07 p.m. (MDT).
- II. The invocation was provide earlier during the committee meetings.
- III. A quorum was established with 9 voting Trustees present.
- IV. Barbara Davis Blum moved to approve the October meeting minutes; JoAnn Balzer seconded. Loren Kieve called for a vote; all in favor – 8, opposed – 0, abstained – 1, Loren Kieve did not attend the October meeting. The October 2016 meeting minutes were approved.
- V. President's Report  
Dr. Martin, President, and two student representatives, Del Curfman, President, and Leroy Grafe, Treasurer, of the Associated Student Government (ASG) attended the American Indian Higher Education Consortium (AIHEC) Winter meeting February 8<sup>th</sup>-11<sup>th</sup> in Washington, D.C. The group met with the New Mexico Congressional Delegation to petition support for the Institutes FY 17 budget request. Dr. Martin also met with Senate

Committee on Appropriation Professional Staff Member Rachael Taylor (Senator Udall), and Senior Professional Staff Member Nona McCoy (Senator Murkowski, AK. The Institute of American Indian Arts (IAIA) will send a letter, signed by Alaska Native students and Board of Trustees Members from Alaska, to Senator Murkowski thanking her for her support and requesting that she continue her efforts on our behalf.

The IAIA's FY 17 federal appropriations budget request is \$11,835,070. This amount includes \$2 million in forward funding and represents a \$216,070 increase over the funding received in FY 16. This increase will provide a cost of living adjustment for employees and continue to grow and sustain the academic programs. AIHEC requested \$20 million for the three Tribal Colleges (TCU's) that are not fully forward funded: Haskell, Southwestern Indian Polytechnic Institute (SIPI), and IAIA.

Dr. Martin also met with Alex Ortiz, Senior Legislative Assistant for Representative Don Young, who will submit a letter to the U.S. House Committee on Appropriations in support of IAIA's budget request.

Due to the reduced revenue from gas and oil, a number of the state legislative requests will not be funded. IAIA, however, remains part of the General Obligation Bond; \$2 million for Capital Outlay Projects and \$250,000 for the New Mexico Tribal Colleges High School Dual Credit Reimbursement. The House reduced the college's request for reimbursement to \$200,000. Senator Sanchez, Majority Leader, was able to restore an additional \$50,000 to sustain current level funding of \$250,000. For the first time the IAIA library is a part of the General Obligation Bond for academic library resource and acquisitions.

- ❖ Laurie Brayshaw, Director of Sponsored Programs, continues work on a \$1.2 million proposal for the Performing Arts and Fitness Center to be submitted to the Economic Development Administration (EDA). The EDA New Mexico regional representative will visit IAIA for an overview of the plans for the building and make recommendations to improve our proposal.

Joannie Romero, former Assistant to the Faculty, began her new role as Continuing Education Manager on February 8, 2016. Ms. Romero is a member of Pueblo de Cochiti, and has previous experience working with the Pueblos of New Mexico in program development and delivery. Ms. Romero will work on the New Mexico Public Education Department (NMPED) and the College Readiness pilot projects. The College Success course will be offered to Native American students and parents in Jemez Valley Middle School and Pojoaque Valley Middle School. Continuing education units (CEU's) will be awarded to parents participating in these programs.

- ❖ Dr. Bill Sayre, Director of Institution Research, presented the final draft of Plan 2020 to the Board of Trustees (BOT) for their approval.
  - Mission Objectives were updated
    - Improve student success
    - Strengthen academic programs
    - Build college community
    - Advance contemporary Native arts and culture
    - Expand capacity as a 1994 Land Grant Institution
  - Core Value, added
    - Sustainability: Being effective stewards of IAIA's financial, human, physical and natural resources in ways that minimize impact on the environment and ensure the future viability of IAIA

- The Planning Council merged strategic themes with mission objectives. Under each mission objective are the Institutional priorities.

Barbara Davis Blum moved to approve Plan 2020; Brenda Kingery seconded. Loren Kieve called for a vote; all in favor – 9, opposed – 0, abstained – 0. The BOT approved Plan 2020.

Dr. Sayre, Dr. Martin, Nena Anaya, Chief Enrollment/Retention Officer and two Trustees, JoAnn Balzer and Kris Miller attended the Association of Community College Trustees' (ACCT) Governance Institute for Student Success (GISS) this past October in San Diego, CA. IAIA joined an AIHEC sponsored project to further our efforts to promote student success and completion, two of the most important measures of an institution. Potential students may use these numbers to compare different colleges. The U.S. Department of Education, Integrated Postsecondary Education Data System (IPEDS) requires these rates to be reported each year. Their system does not allow us to include transfer students, freshmen not enrolled full-time or the completion of any degrees besides the bachelor's.

IAIA's definition of retention: Random groups of students are tracked while attending the Institution. The selected group consists of all degree seeking, full or part-time, new freshmen or transfer students admitted in a particular semester. The Persistence and Completion team analyzes the group's retention rates after each semester. This type of analysis will give students a more accurate representation of the Institution.

The Higher Learning Commission (HLC) Persistence and Completion Academy team has been assigned to implement the ACCT GISS efforts. The team is organizing a "First Year Retreat" in early March to bring together staff and faculty who participate and influence students' first year experience.

- ❖ Eric Davis, Market and Communications Director, expects to launch the new IAIA website on March 1, 2016. Mr. Davis continues to expand press and social media marketing to improve IAIA's visibility. This will be primarily accomplished through Facebook but the marketing team plans to expand Instagram and Twitter. Instagram will be used as an outlet for student's work and galleries. The new campaign featuring Dean Teters launched in January with an advertisement in *Native Peoples Magazine*.

The weekly show on KSFR continues to receive a positive response. Potential guests include Winona LaDuke, an American activist, environmentalist, economist and writer; LaDonna Harris, founder and president of Americans for Indian Opportunity, and Billy Mills, second Native American Olympic gold medalist.

Tonight, February 19<sup>th</sup>, IAIA and Lumenscapes presents "*Cellocosmos Alien Concerto: Close Approach*" a live concert and visual experience with electro-ambient sound in the Digital Dome.

- ❖ Princess Johnson introduced a colleague in the performing arts, award winning actress DeLanna Studi. Today, February 19<sup>th</sup>, the Performing Arts and Student Life departments presented "Lunchtime discussion with DeLanna Studi". Ms. Studi will work with students in preparation for "Shakespeare, Our Way". IAIA is participating in the U.S. tour of Shakespeare's Folio, which is in Santa Fe this month, to mark the 400<sup>th</sup> anniversary of Shakespeare's death. Many thanks to Val Nye and the Library for co-sponsoring and co-planning this project with the Performing Arts Program.

- ❖ Charlene Carr, Director, Land Grant Programs reviewed the Land Grant priorities:
  - Strengthening IAIA Land Grant Programs Operations
  - Support and expand crop production in New Mexico Native communities
  - Provide meaningful programming to New Mexico Native youth
  - Improve and sustain the health and wellness of New Mexico tribal members
  - Provide training and support for New Mexico Native or Tribally-owned small agricultural businesses
  - Build a soil testing laboratory and provide soil test results and interpretation to farmers.

Ms. Carr continues to research opportunities to provide programs and services to IAIA students, staff and faculty, such as the October 2015 Food Day event, the green house project and IAIA Student Research projects. She also co-directed the Southern Pueblos Beginning Farmer and Rancher (SPBFR) program with New Mexico State University.

- VI. Dr. Deborah Goodman, Chair, Academic Affairs Committee, recommended approval of the following resolution:
  - 2016-007 – Honorary Doctorate Resolution: JoAnn Balzer moved to accept Resolution 2016-007 - Therefore be it resolved, that the Board of Trustees of the Institute of American Indian and Alaska Native Culture and Arts Development approves and nomination of David Bradley to receive the Honorary Doctorate Degree of Humanities at the May 14, 2016, IAIA commencement ceremonies. JoAnn Balzer moved to accept resolution, Kris Miller seconded. There was no further discussions, Loren Kieve called for a vote: in favor – 9; opposed – 0; abstained – 0. Resolution 2016-007 passed.
- VII. Alex Shapiro, Director, Institutional Advancement, reviewed the amendments to the Naming Opportunity Policy for the Performing Arts and Fitness Center, approved by the Institution Advancement Committee. One of the amendments addressed the duration of a naming. It was recommended that the naming opportunity shall remain in effect for the physical life of the building, or 50 years, whichever occurs sooner. The second amendment addressed the gaps in the naming opportunity amounts. It was recommended that we reduce the amount of \$35,000 opportunities and add some \$25,000 naming options. Other recognition opportunities will be developed for gifts of \$1,000 to \$7,499.

Brenda Kingery moved to accept the amendments to the Performing Arts and Fitness Center Naming Opportunity Plan, JoAnn Balzer seconded. There was no further discussions, Loren Kieve called for a vote: in favor – 9; opposed – 0; abstained – 0. The amendments to the Naming Opportunity Plan passed.

Dr. Martin introduced Terry Snowball '96, from Washington D.C., representing the Alumni council in President Karl Duncan's absence. Mr. Snowball reported that the Alumni council continues to make progress toward establishing programmatic alumni outreach programs. During their meeting scheduled on campus that day, the Alumni Council invited Cabinet members to present on the work of their departments. The Council members found the presentations very informative.

- VIII. During the October 2015 BOT meeting, Bidtah Becker, Chair, Center for Lifelong Education (CLE) proposed dissolving the CLE committee. Laurie Brayshaw supervises

the Continuing Education Program and Charlene Carr reports to Dr. Martin. The Trustees concurred with disbanding the CLE committee. The CLE Building will continue to host conferences, meetings and training relating to Lifelong Education, in addition to housing the Student Life division, Alumni Offices, Associated Student Government, Bookstore, Café, Continuing Education and Land Grant Programs.

- IX. The Board of Trustees agreed there were no further discussion regarding the Museum Committee.
- X. Barbara Davis Blum, Chair, Finance Committee presented the 2016-004 Gift resolution.
  - Dr. Deborah Goodman moved to accept resolution 2016 -004 FY15 4<sup>th</sup> Quarter Gift Acceptance: 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. Barbara Ells seconded. There was no further discussions, Loren Kieve called for a vote: in favor – 9; opposed – 0; abstained – 0. Resolution 2016-004 Gift Resolution passed.
- XI. The Jaramillo Accounting Group (JAG) provided an unqualified / clean opinion with everything stated and there no issues.
  - Barbara Davis Blum moved to accept resolution 2016-005 – Audit Acceptance Resolution: 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 Chief Financial Officer and accepts said audit, for Fiscal Year 2015. Brenda Kingery seconded. There was no further discussions, Loren Kieve called for a vote: in favor – 9, opposed – 0; abstained - 0. The Audit acceptance resolution passed.
- XII. There were no new Board business items to discuss.
- XIII. The Board of Trustees held an Executive Session from 3:34 p.m. to 3:50 p.m. (MDT).
- XIV. Loren Kieve adjourned the meeting at 3:54 p.m. (MDT).

To: IAIA Board of Trustees  
From: Robert Martin, President  
Date: April 25, 2016  
Subj: Quarterly Board Report

## **Strategic Theme 1: Improve Student Success**

### **1.1 Increase involvement of all IAIA stakeholders in student success**

- Plan 2020 focuses on student success through its strategic themes and priorities providing direction and focus to each of the IAIA stakeholder groups. For example, the Board of Trustees and administration are participating in the Governance Institute for Student Success sponsored by the American Indian Higher Education Consortium (AIHEC) and Association of Community College Trustees (ACCT) centering on student success and evidenced-based formulation of policy at every meeting.

Finance and Administration implemented the Rafter course management system in which students have access to affordable print and online textbooks through book rentals in which the reasonable costs are included in the cost of tuition. Students now have access to their textbooks before the start of their classes and this should impact on student success.

Faculty members also are fully engaged in developing an Indigenous Assessment Model through their participation in Higher Learning Commission's Assessment Academy leading to the development of more meaningful and relevant learning outcomes that improve student engagement, learning and ultimately success.

Moreover, faculty, staff and administrators are participating in HLC's Persistence and Completion Academy. One of their projects is to improve student success by focusing on the freshman first-year experience, including a review of the developmental education courses.

At this year's HLC Annual Conference and Board of Trustees meeting, the hot discussion topic was defining student success in terms of higher education outcomes focusing primarily on the "completion agenda" as established by the U. S. Department of Education. The federal government is placing enormous pressure on the regional accrediting bodies to hold higher education institutions accountable for student success defined in terms of completion rates primarily calculated from the IPEDS data, which we know is seriously flawed. Thus it is imperative that IAIA define student success in its own terms relative to retention and completion rates. As a minority serving college valuing access as well as outcomes, it is imperative that we consider qualitative as well as quantitative data in defining student success.

- IAIA students were the recipients of 45 awards at the 2016 AIHEC Student Conference and Competition, March 13-16, Minneapolis Convention Center. In addition, three IAIA students were elected as officers of the AIHEC Student Congress.
- I attended the Indigenous Liberal Studies (ILS) Department's Indigenous Intervention into Indigenous Narrative Conference, March 31 – April 1, in Albuquerque. ILS students had opportunities to hone their public speaking skills when they presented their scholarship and research on two panels to conference attendees. Their topics included assimilation, economic development, education, cultural change, and artistic expression. The conference was organized by Stephen Wall, ILS chair, and Porter Swentzell, ILS professor.

#### 1.2 Increase enrollment; improve retention and completion

- Since 2012, IAIA's enrollment has increased an average of 8.5% for both the fall and spring semesters. We are pleased our enrollment has been above 422 FTE for two consecutive semesters, but we know this is not where we need to be to reach our goal of 700 FTE by the fall of 2017. We will not reach that goal for several reasons. First, we knew it was an aspirational goal that would focus attention and resources on recruitment and retention, and we have made progress with increasing enrollments. Second, with improvements in the economy, enrollments at colleges and universities throughout the nation have experienced declining enrollments. Third, we did not experience the expected increases in our online and off campus enrollments.

We believe that 700 FTE is a realistic goal and attainable by 2020 because we continue to improve and refine our recruitment and retention strategies. We also are developing additional marketing strategies for our on campus, online and off campus course offerings.

- As discussed previously, it is imperative that we define and calculate persistence and completion rates with methodologies taking into account both qualitative (context including mission, background and demographics of students) and quantitative data. The federal government relies exclusively on IPEDS quantitative data in calculating persistence and completion rates, which only considers first-time and full-time students while excluding transfer and readmits. It is expected, however, that the IPEDS formula will be changed in the near future to include part-time and non-first-time students and calculating eight-year cohorts in addition to the four-year and six-year cohorts.

In calculating IAIA's retention rate of 59%, our cohort includes all of the aforementioned changes that the United States Department of Education is expected to make and should have made long ago.

- The IAIA 2016 commencement ceremony is scheduled for 11:00 am, Saturday, May 14, 2016. During the ceremony, 65 students will be graduating with four

certificates, five associate degrees, 30 bachelor degrees and 26 Master of Fine Arts being awarded. This represents the largest graduating class in recent years.

Patricia Michaels, prominent Taos Pueblo fashion designer and IAIA Alumna, will give the keynote address. IAIA also will award an Honorary Doctorate degree to David Bradley, renowned Minnesota Chippewa artist and IAIA Alumnus.

### 1.3 Increase scholarship funds

- The 2016 Spring Semester Scholarship Awards Dinner was held last February, in the IAIA Café. Ron Martinez-Looking Elk, Isleta Pueblo and IAIA's 2016 Student of the year, was the keynote speaker. IAIA awarded \$117,000 from the American Indian College Fund, \$82,000 in named scholarships, \$54,000 in MFA graduate students scholarships, \$103,000 in IAIA Merit and \$70,000 IAIA CIB/Tuition scholarships, for a total of 482 scholarship awards for \$426,000.
- Due to the diligent efforts of the Advancement Office and the Student Success Center, the level of scholarship funding available to our students continues to increase.
- My service on the American Indian College Fund Board of Trustees has been a learning opportunity for me and has presented access to fundraising strategies that we are replicating at IAIA. At the College Fund Trustees meeting in March, I was elected as the Second Vice President on the Executive Committee.

### 1.5 Develop student leadership skills

- During Plan 2020 planning retreats, the topic of leadership was discussed extensively because it is mentioned prominently in our mission statement: "Empowering creativity and leadership in Native Arts and cultures through higher education, lifelong learning and outreach". The consensus was that leadership knowledge and skills are not learned in just one or several classes but should be incorporated in our academic and student life programs, i.e. formal writing and speaking that increases one's voice in the classroom and other contexts, problem solving, etc. The first step is for faculty and staff to identify the leadership skill-sets that should be included and reinforced across programs.
- Winona LaDuke (Ojibwe) delivered the Keynote Address at IAIA's Student Leadership Summit in February. The program's theme was "Empowering Indigenous Leadership", which also included four workshops on different aspects of Indigenous leadership.
- IAIA will host the American Indian Higher Education Consortium (AIHEC) Student Congress "Leaders in Future Endeavors" (LIFE) Conference May 24-26. This student leadership conference is open to all Tribal College students and will focus on professional and leadership development with speakers, leadership workshops for student government leaders, an AIHEC Student Congress



meeting, and other student activities, including a visit to nearby Bandelier National Park.

### **Strategic Theme 2: Strengthen Academic Programs**

- The priorities delineated under this theme will provide guidance and direction as the Academic Division develops its first strategic plan. The aforementioned indigenous assessment model and more fully implementing academic program review will engage the faculty in a continuous improvement process that will address the needs of our students, promote student success and address the requirements of our accrediting bodies.

### **Strategic Theme 3: Build College Community**

#### **3.1 Implement the Climate Action Plan with campus-wide involvement**

- In addition to replacing the use of natural gas with a solar thermal heating system for the greenhouse, we are beginning the process of installing meters in each building to monitor energy use. Currently, it is difficult to determine an individual building's energy consumption because we receive only a master bill for the total energy use on campus. We also are studying the feasibility of replacing our lights with LEED lighting options. Assisting the Facilities Department in planning these energy-saving initiatives are three engineering students from Worcester Polytechnic Institute who selected IAIA for their seven-week junior interdisciplinary project.

#### **3.2 Update the Campus Master Plan including land use**

- The process for updating the Campus Master Plan will begin during the 2016 fall semester.

#### **3.4 Bring students, faculty, and staff together in campus-centric activities**

- As reflected in our newsletters and website, we have increased campus activities and programs. For example, the Artist-in-Residence Program, funded by the Margaret A. Cargill Foundation, has brought 14 artists to the campus in which each were accompanied by a vigorous schedule of receptions, dinners and open studios that were all well attended by faculty, staff, students and the general public. In addition, each artist visited classes and presented on panels exposing our students, faculty, and staff to a rich diversity of artistic media, approaches and experiences. Dr. Lara Evans, the project director, is to be commended for her diligent efforts in selecting the artists and planning, organizing, and managing the logistics for the visits, which were an astonishing success in enhancing the learning environment at IAIA.

#### **3.6 Implement an internal and external marketing and communication plan**

- The following are the strategic priorities delineated in Marketing and Communication Plan:
  1. Expand traditional media presence in Albuquerque, New Mexico, regional and national markets.

2. Leverage community involvement with more event sponsorships and partnerships.
  3. Increase events on campus.
  4. Continue to expand and promote website and IAIA brand in social media.
  5. Increase internal communications.
- The Santa Fe Arts Commission approved a \$45,000 marketing proposal for the year-long celebration of the centennial birth of Lloyd Kiva New – a collaborative effort of IAIA, the New Mexico Museum of Art and Museum of Indian Arts and Cultures.
- 3.7 Build a performing arts and fitness center
- Dyon Murphy Architects, in conjunction with Bradbury Stamm Construction, the Construction Manager at Risk (CMAR), has essentially completed the design for the Performing Arts and Fitness Center. The construction drawings are at 90%, which is as far as the architects can go until there is a specified date for construction to begin. The last 10% will cover compliance with the most recent code requirements and availability of finish materials. In addition, we have a new set of marketing materials and the completed fly-through video that will enhance the fundraising efforts for the capital campaign.
  - Alex Shapiro and I have been soliciting Board of Trustees, Board of Directors and other leadership donor groups for the capital campaign.
  - We have submitted an application for \$1.2M to the United States Economic Development Administration (EDA) to assist in completing the Performing Arts and Fitness Center. If approved, we will then submit a full proposal for that amount. On Monday, April 25, Trisha Korbass, EDA Regional Director, visited and toured the campus. Trisha shared with us that no New Mexico project had been funded by EDA in the past several years. We were thrilled that she had a positive response to our project, and she encouraged us to submit the funding application as soon as possible.
- 3.9 Grow and maximize resources for college programs
- As verbally reported at the February meeting, President Obama's FY 2017 federal appropriations budget request for IAIA is \$11,835,070, including a \$216,070 increase over the funding level in FY 2016 for general operations and an additional \$2 million in forward funding. To be fully forward funded requires a college to receive at least 75% of its fiscal year budget in advance to essentially fund the college for the first nine months of the academic year.

In order to clarify IAIA's path to achieve full forward funding, we revised our FY17 Congressional Budget Justification. Due to funding constraints, OMB is projecting that full forward funding would require the next four fiscal years to fully implement. If funding is available, however, Rachael Taylor, Senator Udall's staff for the Subcommittee on Interior Appropriations, is supporting and working

to accelerate the schedule to achieve full forward funding for IAIA in the next year or two.

- The state of New Mexico is providing \$250,000 for the Tribal College High School Dual Credit Reimbursement Program in 2016 and 2017. The \$250,000 will be distributed among three of the tribal colleges in New Mexico. IAIA's dual credit program reimbursement for this year will be \$109,000. IAIA also is in the 2016 Higher Education General Obligation Bond for \$2M to assist in constructing the Performing Arts and Fitness Center, and for the first time, we will be a recipient for the New Mexico State Institutional Libraries General Obligation Bond. Both of these bonds will be on the November ballot to be approved by the voters.
- Dyron Murphy Architects has completed the design for the \$800,000 renovation project to replace the Academic Building roof and air conditioning units. The Request for Proposals (RFP) process has been completed and a contractor selected. Since all three invited contractors quoted bids that were significantly higher than the available budget, negotiations with the selected contractor continue as well as design modification. You may recall that we had originally requested \$1.2 million from the State of New Mexico to complete the work, but only received \$800,000 due to declining oil and gas prices. For this reason, the project was intentionally designed to be scaled back, if necessary. As a result, the final design and scope of work will be acceptable and within budget. The renovation work is scheduled to begin soon after commencement so that academic classes and other activities in the Academic building will not be disrupted. July 31 is the scheduled project completion date.

#### **Strategic Theme 4: Advance Contemporary Native Arts and Culture**

- 4.1 Expand collaboration between the museum, academic and student support programs
  - In February, more than 250 people were in attendance at the opening of the "Lloyd Kiva New: Art, Design, and Influence" exhibit celebrating the work of this renowned Cherokee artist and educator. This was the official launch of the year-long celebration of his contributions to contemporary Native art, fashion and scholarship. The exhibits were a collaborative effort between the museum and the college staff. Ryan Flahive, IAIA Archivist, and Tatiana Lomahaftewa-Singer, Curator of Museum Collections, were the co-curators of the exhibits at the museum.
- 4.6 Strengthen the connection between the College, its Museum, and the larger Santa Fe community.
  - The museum and the marketing and communications directors have worked collaboratively and diligently to ensure the marketing and branding of the museum clarifies that it is an integral component of the IAIA brand.

## **Strategic Theme 5: Expand Capacity as a 1994 Land Grant Institution**

### **5.1 Communicate IAIA's role as a Land Grant institution**

- In our campus presentations, on the website and in marketing materials, we emphasize that IAIA is a 1994 land grant institution with a special relationship with the United States Department of Agriculture (USDA). As a result, USDA provides funding through its Equity Program to establish academic programs in science, agriculture and related fields, its Extension Program to provide services to New Mexico tribes and communities and its Research program.

In addition, the Land Grant Program Director reports to the President and attends Cabinet and Board of Trustees meetings. This year the college has provided financial assistance to the Land Grant program by funding a part-time green house manager and a small portion of personnel costs.

To: Dr. Robert Martin  
From: Dr. Bill Sayre, Director, IR  
Date: April 26, 2016  
Subj: Quarterly Board Report

I wish the Board all the best for the May meeting and Commencement. I'll be attending my son's commencement at New Mexico State University which is taking place on the same weekend.

## **Strategic Theme 1: Improve Student Success**

### **1.1 Increase involvement of all IAIA stakeholders in student success**

Other: As part of our commitment to the Association of Community College Trustees' (ACCT) Governance Institute of Student Success (GISS), I wish to report on some of our latest student success efforts. Nena Anaya is also reporting on student success in her report.

We organized an all-day retreat in early March to bring the campus together to talk about our students' First Year Experience. Dr. Susan Murphy, our assessment and accreditation consultant, facilitated the meeting. I presented the information from my previous Board report, along with other datasets, and the group discussed possible student success projects to be undertaken.

Based on the retreat and further discussion at the Cabinet level, we decided on pursuing three areas to improve student success:

- Developmental Education
- Summer Bridge Program
- Support for freshmen living off-campus

We are working first on Developmental Education. Approximately 60-70% of each new freshman class are placed in developmental education courses, so any improvements we can make will have a large impact. I've been focusing on developing additional data sets on developmental education to help us create specific projects to work on. The first set looks at pass rates (the percentage of students earning a passing grade) in all of our developmental education courses since Fall semester 2012. They vary from 33 to 100%. I'm now drilling down into the data to see if I can understand this variation. There is a weak inverse relationship with enrollment, and I'm now in the process of correlating the results by individual faculty and by faculty type, that is, whether the course is being taught by full-time faculty or part-time faculty and how experienced the part-time faculty are.

Dr. Murphy has requested that we next look at how long students take to complete developmental education, their grades, and their subsequent grades in the college-level English and Math courses. This data set will follow the milestone model that ACCT

GISS promotes. We are also reviewing placement procedures and how we determine the appropriate courses for students to start in.

During the summer, we'll be looking at our Summer Bridge Program and the experience off-campus freshmen have.

#### 1.2 Increase enrollment; improve retention and completion

Other: As part of our ACCT GISS and HLC Persistence and Completion Academy involvement, I've developed our own, IAIA-specific, method of calculating retention:

- A cohort that includes all associate's and bachelor's seeking (not certificate-seeking, not dual credit, not non-degree) undergraduate new freshmen and new transfer students admitted in a particular semester, including both full-time and part-time students.
- Calculate rates for students retained after one semester and one year after they have been admitted.
- Calculate rates for full-time and part-time new freshmen, new transfers, and a combination of all new students.
- The full-time/part-time determination is based on total credits enrolled at IAIA, including developmental education. Part-time is less than 12 semester hours.
- The rate is calculated over the last three incoming cohorts in fall semester, currently: Fall 2012, Fall 2013, and Fall 2014.
- Our overall first-year retention rate averaged over the last three years is 59%.

My next task is to calculate our completion rate.

#### 1.4 Track student success after college

Other: I'm developing a dataset for our job placement committee to use in web-based searches for information about alumni employment.

### **Strategic Theme 2: Strengthen Academic Programs**

#### 2.1 Develop and promote an indigenous assessment model

Other: HLC Assessment Academy. We continue to develop our indigenous assessment model and apply it to actual projects. Faculty gave a presentation about our work at the HLC Annual Conference in April. We also travelled to Navajo Technical University in April to describe our work to their faculty.

#### 2.3 More fully implement academic program review

Other: We have hired a new Assistant Director of Institutional Research, Anita Gavin, who started last month. She knows the institution well, having come from the NM Higher Education Department and having worked with the NM Tribal College

Consortium. She and I are restarting the academic program review data collection process.

### **Strategic Theme 3: Build College Community**

Project: Plan 2020. 100%. The Board approved Plan 2020 at its February meeting. Attention now turns to implementation of specific institutional priorities. Dr. Martin and I presented a roundtable on strategic planning at the HLC Annual Conference.

Project: Institutional Research creates an annual/semester Fact Book and disseminates it widely. 10%. Anita and I have begun to develop datasets to be included in a Fact Book and other documents. We'll need to write SQL computer code to extract the information out of Empower in the format we need. Anita has SQL experience from a previous institution as I do.

Project: Implement the Institutional Effectiveness Plan. 25%. Several parts of such a plan are under way, specifically our work on student success and on indigenous assessment.

Project: Prepare the 2017-2018 HLC Assurance Argument. 7%. Valerie Nye, Library Director, and I will again serve as co-authors, and we both attended the HLC's Annual Conference earlier this month to learn more about the process. We have been trained, created accounts, and logged into HLC's Assurance System to begin evidence collection.

To: Dr. Robert Martin  
From: Laurie Brayshaw  
Date: April 25, 2016  
Subj: Quarterly Board Report

## **Strategic Theme 2: Strengthen Academic Programs**

### Sponsored Programs

Project: Identify potential external funding

The proposal for the Santa Fe Arts Commission (SFAC) was written and submitted for \$100,000. Due to changes in the SFAC guidelines, the proposal was able to request funding for advertising for four projects that will be held at the Museum and the Campus: 1) The upcoming Rick Bartow exhibit "Things You Know But Cannot Explain", 2) The twice yearly Writers Festival that showcases new works of published Native and non-Native artists, 3) the MACF Artist-in-Residence open studios and artist talks, and 4) the yearly IAIA Pow-Wow.

The pre proposal to the Economic Development Association (EDA) was submitted in February, and the proposal is now being developed. The site visit by Trisha Korbas, Economic Development Representative for New Mexico, was postponed two months and took place 4/25/16. Ms. Korbas gave us several helpful ideas for our proposal and the budget. She will also be available to work with us through the proposal submission process. At this time, there are no other projects in the pipeline for submission from New Mexico, and she encouraged us to submit our application.

The proposal that was submitted to AIHEC for the Summer Bridge program was **awarded an additional \$12,000. The total award is now \$54,000.** The three-week residential program will take place on the IAIA campus in the summer of 2016.

The AIHEC VanVlack proposal was written and submitted with faculty member Craig Tompkins. The proposal requested \$7,906 for two 3D printers for the Fab Lab. The Form 2 SLA Resin 3D printer will replace an existing 3D printer. The second printer is a DeltaWasp 20 40 printer which would allow porcelain and other clay like materials to be used.

The AICF/Lannan proposal was written and submitted with faculty member Steve Wall. The proposal requested \$10,000 for two student internships in the ILS department. The students would participate in summer internships and document their work.

The submission for the 2016 USDA Equity grant was completed. The budget amount is unknown at this time. It will be completed once the USDA has the final award numbers.

The Interim reports for the two current 2015 Title III grants were completed and submitted.



Participated in a phone call with the Program Director of the Margaret A. Cargill Foundation, Gaby Strong, and our Project Director, Lara Evans. Ms. Strong gave Ms. Evans feedback on the recently submitted interim report. We are also working with her on dates for a site visit by MACF in early 2017.

Larry Mirabal and I attended a NM Higher Education Department (HED) training session in Albuquerque regarding Bond grant agreements and the proper submission of paperwork for reimbursement.

The HED Capital Project Transmittal forms were submitted for the Academic Roof Project. The budget and forms are required by HED before any funds can be spent from the \$800,000 Severance Tax Bond project. Dr. Martin, Larry Mirabal, James Mason and I also attended a review meeting of the project where additional questions were asked and additional information was requested by HED.

#### Continuing Education

Project: Establish the Continuing Education Program

Joannie Romero began working as the Continuing Education Manager on 2/8/16, and the following developments have been made in the program:

#### **Target Area I: Develop Courses Based upon the 2015 Tribal Community Needs Survey & Recruit Instructors**

Course content continues to develop in the areas that were identified from the 2015 Tribal Community Needs Survey. The key focus areas identified are courses in: 1) business, 2) technology, 3) financial literacy, 4) a GED pathway, and 5) other culturally-centered courses. Curriculum, along with lesson plans and syllabi, are further being developed and expanded upon using already existing sources from a number of distinguished educational programs. The process of recruiting instructors and volunteers to teach courses has begun. CE will continuously build on courses offered each semester and will also integrate smaller work-shop based courses that last anywhere from 1 day to several sessions.

#### Key accomplishments:

- Key Course Content areas have been identified for Continuing Education.
- Course Curriculum has been identified and will be going through a final review process before implementation.
- A Strategic Plan has been developed for course development as well as the development of smaller work-shop based initiatives.
- Talks have taken place with Lois Ellen Frank to deliver cooking courses in the Hogan. In addition, Ms. Frank re-connected us with Caroline Trapp from the Physicians Committee for Responsible Medicine (PCRM). PCRM is in the process of redesigning their curriculum, and would like to partner with the IAIA CE program to deliver the courses to the Eight Northern Pueblos.

## **Target Area II: Develop a Web Platform for Course Registration & Webpage for CE**

The platform for building a web-based registration site for CE has begun. When launched, the CE registration page will have three access points for visitors: 1) the main IAIA website and CE page, 2) the existing web-based Empower page, and 3) a separate IP address. A draft for building the main homepage for Continuing Education is in its first review stage. We can expect to have a webpage for CE by the end of May which will fit well with the launching of our upcoming courses.

### Key accomplishments:

- Ms. Romero received additional training in Empower to manage the CE platform.
- The Empower platform has been identified to create a web-based location for CE participants to register, browse, and pay for courses.
- A draft of the webpage for Continuing Education is going through the final review process and Continuing Education will be able to make a presence on the new IAIA website.

## **Target Area III: Develop the College & Career Readiness Program**

In partnership with the New Mexico Public Education Department (NMPED), CE has developed a college and career readiness program, complete with curriculum, for Native American middle school students. Our curriculum has been developed into a series of 8 sessions for students and their parents/guardians. The goal of the program is to help middle school students and their families become familiar with the college and career planning process before they begin high school. The topics that are covered include:

- Extra-curricular work and Volunteerism
- College Scholarship Applications and Financial Aid
- Terminology, Writing, and Reading skills
- Intrinsic/Extrinsic Motivation and ACT/SAT test prep
- Time and Money Management
- Holistic Health
- Personal and Communal Identity
- Support and Resources

The parent/guardian component seeks to provide the opportunity to become more involved in their child's education, further develop their own skills, and/or redefine their career goals as well. CEU's will be given to the parents/guardians for their participation. Meetings with Jemez Valley Middle Schools and Pojoaque Valley Middle Schools have taken place to assist in developing the curriculum and to identify students for the program. Training is scheduled to start the first week of May. The Jemez Valley Middle school program will directly impact Native American students from both Jemez and Zia Pueblos. The Pojoaque Valley Middle School program will deliver services to students from the Pueblos of Nambe, Pojoaque, Santa Clara, San Ildefonso, San Juan (Ohkay

Owingeh), and Tesuque, as well as to a number of students who represent the Navajo Nation. Through this initiative, the Continuing Education program has developed a number of partnerships with each of the respective Tribal Education Departments.

Key accomplishments since February 2016:

- Partnerships have been developed within each identified school district (Jemez Valley & Pojoaque Valley Public Schools) and implementation of the College & Career Readiness has begun.
- Curriculum, for the project, is in the final review stages and will be implemented at the two sites during the month of May.
- DeAlva Calabaza from NMPED has requested a proposal for a new year of funding for the College and Career Readiness Program. We would continue the program with the current schools and look at expanding into new school districts as well (Bernalillo and Cochiti).

**Target Area V: Build & Manage a Volunteer Program**

Another target area of the Continuing Education program is to create a volunteer program for instructors. Potential volunteers include current volunteers for IAIA, volunteers associated with community organizations and advisory groups in New Mexico, and IAIA staff and faculty. The Volunteer handbook is also nearly completed and will be available on the CE webpage at the end of May.

Key accomplishments since February 2016:

- A strategic plan for implementing the Volunteer Program has been developed and will frequently be revisited.
- The CE Manager is continuously participating in training opportunities regarding volunteer management.

**Target Area VI: Provide CEU's for Conferences/Symposia/Workshops**

CE has begun partnering with other IAIA departments as well as outside entities to offer Continuing Education Units (CEU's) to conference and workshop participants. Phil Cooney, IAIA Conference Services Director, has agreed to notify any organizations that rent our facilities that IAIA may also provide CEU's for their attendees. The IAIA Indigenous Intervention conference took place on March 31<sup>st</sup>-April 1<sup>st</sup> at the Navajo Lodge in Albuquerque. As a part of the two-day conference, participants had the opportunity to earn 2 CEU's by attending both days. Additionally, CE has partnered with the National Indian Education Association (NIEA) to offer CEU's to conference participants at the upcoming 2016 NIEA convention. IAIA will enroll the participants into the Empower system and provide CEU's. The NIEA website has the following information:

*NIEA attendees will now be able to have Convention count towards their professional development! **Continuing Education Units (CEUs)** will be available for the first time through our partnership with the Institute of American Indian Arts! Attendees will be able to purchase credits when submitting their registration. CEU prices vary based on the number of units available. Those seeking to earn CEUs will need to follow NIEA's documentation process to receive their credits. Full instructions will be provided in August.*

**Key accomplishments since February 2016:**

- CE has begun making many new partnerships with internal and external departments/organizations to offer CEU's for additional fees to begin generating funds from the issuance of CEU's.
- CE has partnered with the National Indian Education Association to offer CEU's at the upcoming 2016 convention to be held in Reno, Nevada in October 2016. The 2015 conference had over 1000 attendees.

**Target Area VII: Continue to Build & Refresh Partnerships with Tribal Communities & Other Organizations**

Continuing Education has already made many new partnerships with a number of different organizations such as the Coalition to Stop Violence against Native Women, Tewa Women United, Jemez Valley Public Schools, Pojoaque Valley Public Schools, as well as each respective Tribal Education Departments under the schools umbrella. Internally, CE has worked closely with the Indigenous Liberal Studies Department, on several initiatives including Indigenous Intervention and the Red Shawl Solidarity Project. Other IAIA Departments include the Division of Student Life and Associated Student Government, specifically with regards to the Red Shawl Solidarity Project. CE will continue to expand its courses and services to the greater tribal community and Santa Fe area.

**Key accomplishments since February 2016:**

- CE has been successful in building a network of partnerships interdepartmentally at IAIA as well as outside of the organization.
- CE is beginning to refresh partnerships with the local tribal programs and tribes are eager to have courses offered at IAIA as well as in identified tribal locations.

**Strategic Theme 5: Expand Capacity as a 1994 Land Grant Institution**

**Sponsored Programs**

Project: Identify potential external funding:

The submission for the 2016 USDA Extension grant was completed. The budget amount is unknown at this time. It will be completed once the USDA has the final award numbers.

To: Dr. Robert Martin  
From: Eric Davis  
Date: April 25, 2016  
Subj: Quarterly Board Report

## **Strategic Theme 1: Improve Student Success**

### **1.2 Increase enrollment; improve retention and completion**

**Project:** Redesign the IAIA Website. The new IAIA website launched March 1, 2016. There have been a few minor technical issues, (which have been resolved) and the site is operational. The new design has been well-received by stakeholders, almost unanimously. There is still some additional content to add (mostly past events, prior museum exhibitions, and the like), but all critical data is viewable. Phase two will focus on the Search function, E-Commerce (for the bookstore and museum store), and adding more student and alumni art and success stories along with increased video capacity. The number of unique visitors in the first month of operation has stayed close to our average of 20,000 – but the time spent on the site has increased from an old average of 30 seconds to a new average of three minutes. I view this as a huge gain for our recruitment efforts.

% completed - 100% (phase one)  
5% (phase two)

**Project:** Utilize paid advertising and social media to drive potential students to the new IAIA Website. The new advertising campaign featuring Dean Teters continues to receive great response whenever it is placed. An electronic version was used on the Indian Country Today Media Network in a campaign placed by the Recruitment Department. Not only did it generate over 320,000 impressions, but the click-through rate (to our website) was an astounding .11 % compared to an industry standard of .01-.02%! All further recruitment and marketing advertising will use this creative for at least the next 6-12 months. We'll then revisit the campaign and determine if we want to replace the imagery with another alumni/faculty member or redesign the look entirely. We continue to increase our exposure on-line utilizing social media (primarily Facebook, although we are increasing our efforts on Twitter, Instagram, and Tumblr. (The LKN

program developed for the Museum Exhibition is shared to Tumblr). Expect greater exposure for the #IamIAIA hashtag in 2016. The current number of “likes” for our main page is over 15,000 with a weekly post reach averaging over 12,000. Engagement with our audience through both the various pages (School, Bookstore, Alumni, Museum, Performing Arts) and event pages and postings continues to increase – indicated by the upswing in event attendance at almost all of our events. As we get more data from the site, we’ll be able to better determine the click-through rate from our social media efforts.

% completed – 85%

**Project:** Increase awareness of IAIA in the local community. We continue to expand our press campaigns and social media marketing to improve IAIA visibility in Santa Fe and surrounding areas. Local media has been very responsive, with very little money spent on paid advertising. The Reporter, Pasatiempo, and Journal North continue to support the school with articles, calendar listings, “best pick” notations, and more. The Lloyd Kiva New 100<sup>th</sup> anniversary celebration continues to generate publicity in all local media outlets, plus New Mexico Magazine and other national publications. I have increased communication with area Tribes and Pueblos, through our e-mail and press release campaigns. Most Santa Fe on-line calendars include our major events.

% completed – 85%

**Other:** Our weekly radio program on KSFR continues to receive good response from the local audience, even with the recent move from Wednesdays to Tuesdays -- and KSFR is planning to use the program to expand their activities into the Pueblos. We have developed regular features with appearances by artists in the IAIA Artists-in-Residence program, and have begun expanding the guest list with a more national focus, including high-profile guests such as Billy Mills, Daystar Rosalie Jones -- and I have LaDonna Harris planned for an appearance in May.

**Project:** Develop opportunities for internships through vendor contacts: Media Outlets, Service Providers, etc. In 2015, I helped place interns at KSFR and Santa Fe International Film Festival. Currently investigating interest from Ortega’s on the Plaza, the Film Festival again,

and other vendors/partners as opportunities arise. Turnover in the Career Advisor position has made this project slow to move forward.

% completed – 60%

### **1.3 Increase scholarship funds**

**Other:** Last year the Marketing and Communications department created a video featuring students who were current scholarship recipients, to be shown at the scholarship dinner. Students, in their own words, told of how the scholarships helped them attend IAIA and move towards achieving their life goals. It was warmly received at the event -- and in subsequent showings to a variety of stakeholder. We are currently in the process of producing an updated video with a new set of students for this year's dinner.

## **Strategic Theme 3: Build College Community**

### **3.4 Bring students, faculty, and staff together in campus-centric activities**

**Project:** Meet with campus groups to determine needs and goals. The Marketing and Communications Department has improved communications with campus groups and individual students through constant visibility on campus, and the promotion of events held by all stakeholders. Additionally, the afore-mentioned radio show on KSFR has featured members of all three groups. Consistent circulation of our on-campus newsletter has been a great help and well-received by both the IAIA and outside communities. Writers Festival, Food Day, and Open House have been ideal situations to execute this program. The department has taken a more aggressive stance as it relates to Powwow and the development of Indigenous People's Day. More projects are in the planning stage including an on-campus radio station and a possible music series in the summer – all being planned/executed in conjunction with campus organizations.

% completed – 100%

**Project:** Create Communication Committee. Committee membership finalized. First meeting has held to discuss website and advertising campaign. Next meeting will be planned for early next semester to discuss the execution of the Strategic Marketing Plan and furthering our Social Media efforts. This will also include the development of additional communications policies and social media guidelines for all stakeholders.

% completed - 100

**Project:** Develop and improve monthly newsletter and other on-campus communication channels. Newsletter continues to expand and evolve and has been getting positive reviews by on-campus constituents. The addition of Jason Ordaz, Marketing Specialist, to the team has greatly improved the look and feel of the Newsletter. Automated weekly e-mails to all on-campus stakeholders is still not yet complete, but is part of the planning for Phase two of the new website. Promotional video loops have continued to run in all buildings. Improved communication has been a factor in increased participation and attendance at on-campus events. Consistency in sharing appropriate News Releases with the campus community has also helped. And expanding both the calendar on the website, and increasing the number of events on our Facebook page has proved to be outstanding in accomplishing this goal.

% completed 100%

**Other:** Continuing to meet faculty and staff (and students) on an ad hoc basis, to discuss their needs from MarCom. Continuing to examine past activities to develop needs list and improvements to existing processes. Created/Updated webpages for numerous groups and departments – and assisted with revising pages for the new website. Expanded presence and developed consistency on Facebook communications.

**Other:** As often as work duties allow, the department participates in student activities such as film shoots, openings, activities, club events, etc. I feel as a member of the President's Cabinet it helps improve the students' perception of accessibility to the staff, and shows an interest in their development.



### 3.6 Implement an internal and external marketing and communication plan

**Project:** Develop plan after reviewing past plans and consultant document. Draft of Strategic Marketing Plan was submitted in March 2016. It will be the basis of all department activities for the year.  
% completed – 100%

**Project** Develop Policy and Procedure Manuals.  
Style Guide is complete. Will begin developing a style guide specifically for the website in the coming months. Will also address faculty/staff/student Facebook and other social media behaviors. Will develop additional policies in conjunction with communications committee.  
% completed – 20%

**Other:** Continuing to develop relationships with key external media personnel. Began meeting with key journalists to discuss IAIA and new strategies for stories and features. Will continue to expand that relationship and develop others. The LKN 100<sup>th</sup> has presented us with an opportunity and budget (thanks to City Arts Grant) to expand our visibility in additional markets. Planning for marketing future museum exhibitions will contain more advertising outside of the Santa Fe/Albuquerque area, (based on new requirements for additional city grant money) which will depend on the specifics of the exhibitions and artists involved. Additionally, I have developed relationships with key Santa Fe Communications and PR personnel and New Mexico Cultural Affairs personnel. A Press Tour of the campus and museum is planned for mid-May to include media representatives from publications based throughout the country and Canada through the Santa Fe City Communications Department.

**Other:** Media Training for Key Stakeholders. As part of my activities with the Emergency Committee, I am developing a shortened version of Media Training, to be presented to key stakeholders such as the president's cabinet, both Deans, Carol Reed, and other personnel who may encounter the media in an emergency situation. After much thought on the subject, I feel this is a stronger strategy than preparing "scripts" for emergency use.

**Project:** Expand and revise Media Lists. The IAIA Media List has gone from less than 5,000 contacts when I started to almost 8,000 currently – with another 2,000 to be added this Summer. Our new website has provided additional opportunities for consumers to join our mailing list -- which has generated an additional 250 names.

% completed – 80%

**Project:** Execute regular focus groups of students and other stakeholders. Continuing to meet faculty and staff (and students) on an ad hoc basis. Organized focus groups have been difficult to arrange and poorly attended. Most students had heard of IAIA through personal relationships before seeking admission. Will focus future communication efforts to expand “word-of-mouth” campaign through alumni and other channels. Also plan to increase interaction with ASG and other campus groups, discussing their needs from MarCom. Continuing to examine past activities to develop needs list and improvements to existing processes. Created/Updated webpages for numerous groups and departments – and assisted with their plans for new website. Expanded IAIA presence and continuing to develop consistency on Facebook throughout all IAIA pages.

% completed 70%

**Other:** Collecting copies of news stories and other examples of IAIA in various media for archival and other purposes. We have been very successful, compared to previous years, in getting exposure for IAIA in local and national outlets. Our e-mail/press release communication has been very effective, with a recent 16% increase in our open rate, bringing us to 23.60%.

**Other:** Continuing to develop relationships with key external media personnel. Began taking key journalist to lunch to discuss IAIA and new strategies for stories and features. Executed on-campus broadcast of “Native America Calling” which was a great success. Also executed live broadcast with KBAC during our Open House. Will continue to expand those relationships and investigate further opportunities, such as Powwow, Indigenous Peoples’ Day, etc.

### **3.7 Build a performing arts and fitness center**

**Other:** Have been working with IA department to create Capital Campaign communication pieces, including a video (developed by the architect, narration added in-house) to assist in the efforts to raise capital for the building.

#### **Strategic Theme 4: Advance Contemporary Native Arts and Culture**

##### **4.1 Expand collaboration between the Museum, academic and student support programs**

**Other:** Increase Cross Promotional activities between school and museum. I plan to utilize common management between the school bookstore and museum store to promote events at both venues. Mechanisms to include distribution of literature, creation of electronic calendar, word of mouth, and other methods.

##### **4.5 Engage with indigenous communities world-wide**

**Other:** Adding Tribes, Indigenous Cultural Centers, (in US, Canada, and elsewhere), etc. to media list. They are receiving key communications from IAIA on a consistent basis, increasing our visibility and engagement.

##### **4.6 Strengthen the connection between the College, its Museum, and the larger Santa Fe community.**

**Other:** Utilize Event Sponsorship to strengthen the connection to the community. We have continued our promotional partnerships with Santa Fe Bandstand, Heritage Hotels (Nativo Lodge), Santa Fe Independent Film Festival, After Hours Alliance Festival of Progressive Arts, and the Inn and Spa at Loretto, which have added to our local visibility. Will continue to expand the program as the MarCom budget will allow.

## **Strategic Theme 5: Expand Capacity as a 1994 Land Grant Institution**

### **5.1 Communicate IAIA's role as a Land Grant institution**

**Other:** The Marketing and Communications Department has revised the Boilerplate Copy that is used on all of our press releases to include mention of the Land Grant Programs. We are increasing the department's visibility on the website, and will issue press releases on appropriate activities as the program continues to expand.

**To:** Dr. Robert Martin  
**From:** Charlene Carr  
**Date:** April 25, 2016  
**Subject:** Quarterly Board Report

## **Strategic Theme 5: Expand Capacity as a 1994 Land Grant Institution**

### 5.1 Communicate IAIA's role as a Land Grant institution

*Project Narrative:* The Director oversees the Land Grant Extension and Research programs. The Director provides outreach under the priorities of the Land Grant Programs strategic plan (100% complete) which includes crop production, Native youth programs, small agricultural business, and health and wellness programs to target audiences (IAIA constituents, New Mexico's 22 tribal communities; farmers/ranchers, and sister land grant institutions) in an effort to increase IAIA's exposure as a 1994 institution for the provision of agricultural programs.

To increase community engagement, the Director of Land Grant Programs is developing bylaws and will establish an advisory committee (participants will be from tribal communities, farmers, ranchers, USDA representatives, sister land grant institutions, and IAIA community members). The advisory committee will provide further input on current programs and approaches to deliver relevant Land Grant programs. The effort will strengthen relations between IAIA and New Mexico tribal communities. (Percentage Complete: 45%)

The Director developed a draft of an agricultural tribal needs survey; the survey will be used in conjunction with other communication efforts. The survey will be circulated and used as an evaluation tool to measure the effectiveness of technical and educational assistance, increase participation, and determine delivery of relevant programs and services. The survey will be used for constituents who are otherwise not participating on the advisory committee. (Percentage Complete: 80%)

The Director participates in the IAIA Tribal Relations Committee (the Director of Institutional Advancement, Director of Sponsored Programs, Dean of Student Life Division, Dean of Academic Division and the Admissions and Recruitment Director). There are many tribal dynamics and process when engaging with New Mexico tribal communities and their members. The committee will develop appropriate approaches to increase engagement and strengthen overall relations between IAIA and tribal communities. (Percentage Complete: 80%)

## 5.2 Promote and support agriculture in New Mexico Native communities

*Project Narrative:* The Director provides outreach under agricultural extension, research and teaching programs to target audiences. Program areas include but are not limited to the following: small garden and crop production (vegetable and fruit production), greenhouse management, raised bed gardening, agricultural youth programs, USDA Rural Development programing and other related areas of interest through the IAIA Land Grant Programs. Efforts will increase farmers and ranchers skills to sustain themselves and/or increase their ability to compete in the American agricultural industry as commercial farmers and ranchers.

The Director participated in the following events to increase visibility and collaboration with target audiences and partners. The Director participated in the Resiliency in NM Agriculture strategic planning session; co-coordinated the Northern Agricultural Conference with NMSU and Santa Clara Pueblo; presented in the IAIA Student Leadership Summit; participated in the NM Grown Fresh Fruits & Vegetables for School Meals strategic planning session; presented at the NM Tribal Planners Round Table, participate in the MoGro meetings, and assisted the Santa Fe County Extension – NMSU with the Northern NM Indian Livestock Conference. Over 550 constituents attended the events. The above events led to further opportunities to reach tribal farmers, educate and promote soil health practices for their crop production needs. The Director collected and sent 15 soil samples from 11 Pueblo farmers (San Ildenfonso, Taos, Ohkay Owingeh, Nambe, Santo Domingo, Sandia, and Jemez) to Colorado State University for analysis. The Director will provide interpretation of results to the farmers. Soil sampling can be processed any time of the year and the Director will continue to provide this service. Research students as part of their training also assisted the Director with soil sample collection at Sandia Pueblo.

The Director is co-coordinating the November 2016 FALCON conference with USDA and sister 1994 land grant institutions (to be held in Albuquerque). The FALCON conference assembles tribal colleges and universities with Land Grant status as a means to network, attend training opportunities and receive USDA updates. (Percentage Complete: 60%)

The Director will continue to seek external resources (USDA grants and partnerships) to build staff capacity and strengthen Land Grant operations to effectively delivery programs.

### 5.3 Provide programming to Native youth

*Project Narrative:* Extension and research programs through IAIA will provide New Mexico's 22 tribal communities and their youth with agricultural programs to increase their critical thinking skills, exposure to agricultural, environmental, natural resources, social sciences, opportunities in agriculture and access to higher education.

The Director coordinates the IAIA Student Research Program which exposes IAIA tribal college students to agricultural research in an effort students will gain research design and methodology skills. Students attended a scientific methods training, meet one-on-one with mentors, facilitate data collection and will complete a research paper and poster. The IAIA faculty and the Los Lunas and Alcalde NMSU Agricultural Research Centers' Superintendents serve as mentors during the program. Four students were recruited and will complete their spring projects in May 2016. (Percentage Complete: 85%) The Director is currently recruiting students for 2016 summer program. The NMSU superintendents will also interview candidates for the summer program. (Percentage Complete: 70%)

The Director also collaborates with individual communities to develop youth programs at community sites to meet their individual needs. The Director has participated as a mentor in the Santa Fe Indian School Senior Honors Project (Percentage Complete: 90%). The Director will collaborate with the Pueblo of Sandia and the Intertribal Agricultural Council to develop summer youth programs for 2016. (Percentage Complete: 40%)

The Director will continue to seek external resources (USDA grants and partnerships) to build staff capacity and strengthen the Native youth programs.

### 5.4 Improve and support the health and wellness of New Mexico Native communities

*Project Narrative:* Health and wellness programs are a component of extension programs. Historically the department provided workshops and trainings. The Director will collaborate with tribal communities to identify areas of need and provide tribal communities with technical and educational assistance to increase their health and wellbeing to be thriving community members.

The Director and new Continuing Education Manager met with the Santa Clara Pueblo Tribal Administrator to discuss further initiatives for a new MOU (previous MOU was

developed between former CE Manager and Santa Clara Pueblo). This MOU will focus on professional development and social service programs as it relates to agriculture, health and wellness. The MOU also provided a doorway to develop potential continuing education courses in the areas of interest. (Percentage Complete: 50%)

The Director and Health, Wellness, and Fitness Director are coordinating the second annual IAIA Food Day event to promote healthy food awareness among IAIA and to the surrounding communities. Input from IAIA staff, faculty, and students are collected through planning meetings; attentively the event is scheduled for October 2016.

The Director will continue to seek external resources (USDA grants and partnerships) to build staff capacity and strengthen the health and wellness programs.

#### 5.5 Provide training and support for New Mexico Native and Tribally-owned small agricultural businesses

*Project Narrative:* The small agricultural business program is a component of extension programs. The Director oversees the USDA Cooperative Agreement - Rural Development (RD) program to increase submission and participation in USDA programs among tribal producers. Business and marketing technical and educational assistance is provided to beginning farmers and ranchers in an effort to build participants knowledge of the USDA application process.

The objective of the USDA-RD program is to provide training and services to increase participation to submit complete and competitive USDA VAPG, REAP, and RBEG grant applications. The Director hired an independent contractor (IC), Kenneth Pin, to assist the Director with field work. The Director and IC has recruited eligible candidates and will coordinate small business trainings and workshops. Additionally, interview stages revealed tribes and/or their members face a numbers of challenges (lack of resources, production is only for sustenance and etc.) that inhibit participants from seeking or completing applications. (Indirectly these challenges are also developing the content areas for the Land Grant small ag. business program to focus on.) Therefore the Director is developing a survey to assess capacities because constituents operate at various levels. The assessment will be used to convey the limitations to USDA in an attempt to positively



impact policy and/or adjustments to grant requirements so an increase in participation among tribes to apply for grants in general can be achieved. (Percentage Complete: 50%)

The Director will continue to seek resources (Beginning Farmer and Rancher grants, Rural Development USDA Grants– Rural Business Enterprise Grant and etc.) to build staff capacity and strengthen the small agricultural business program.

**Other:** *Incorporate energy efficiency assessment and improvements for the greenhouse.*

The Student Sustainability Leadership Coordinator, the Director, the Facility Manager, the IAIA President, and a contractor met to re-design the project to use a solar thermal system to heat a concrete floor instead of heating raised beds for Phase I. The goals of this initiative will reduce IAIA's carbon foot print and promote successful greenhouse production using the efficient heating system. (Percentage Complete: 20%)

**Other:** *Strengthening the Land Grant operations.*

The President provided staff salary support in the amount of \$ 8,900 at the request of the Director. The internal support will allow the program to operate full-time, allowing for operations and direct programming to continue without any further budget constraints for the 2016 FY. (Percentage Complete: 100%) The Director will continue to seek external resources to strengthen the overall Land Grant operations.

**Other:** *Beginning Farmer and Rancher Program.*

The NMSU and IAIA project directors submitted a 2016 Beginning Farmer and Rancher USDA-NIFA grant proposal. (Percentage Complete: 100%) Notification is expected mid-summer 2016.

**Other:** *Panelist for USDA NIFA.*

The Director participated as a review panelist on the USDA NIFA Small Farm – Small Business Innovation Research Program (Jan. 2016). The opportunity allowed the Director to gain knowledge in grant writing, grant application and the selection processes within USDA-NIFA. (Percentage Complete: 100%)

## END REPORT

## IAIA Associated Student Government 2016

President: Del Curfman  
Treasurer: Roy Grafe  
Secretary: Manny Ramirez  
Public Relations: Kristin Kaye

### **Board Report**

#### **President:**

This semester ends the one-year term for 2015-2016 ASG administration, ASG has strived to execute the highest level of student advocacy, improving the student body experience, and continuing student leadership. We have followed through with key projects, have worked towards student services, and improving the quality of life on campus. ASG President Del Curfman encouraged improved ASG officer communication and development. A process was organized and sponsored an executive system where officer accountability, communication, and growth are encouraged and supported was implemented. Del also served on committees, met regularly with Department Chairs, and Deans.

Del focused on:

- Encouraging and supporting the on-campus Nurses office
- Involving and connecting more students with ASG
- Renew and establish connections with administration (President, Deans, Department Chairs, and Faculty)
- Revising the ASG constitution looking for improvements and amendments to enhance the student body's experience.
- Heading the transition to recognize Indigenous Peoples Day from Columbus Day on campus calendar and student handbook.
- Support and implement Executive Officer initiatives and programs.
- Serve IAIA in the highest regard and advocate for each and every student.

**Treasurer:**

LeRoy Grafe became involved in ASG to get students who are normally reclusive and unlikely to engage in community activities, involved. Roy has been impressed while at IAIA with the opportunities that ASG offers to students and organizations and since he is also an RA in the dorms, Roy is in a unique position in having a voice to get residents and students as a whole involved on campus. In addition to this, there are areas on campus that could be improved, such as our ASG activities being more about getting students involved with the art world and less on recreational activity. Roy also would like to be able to bring about a space for students to be able to engage with athletics and the outdoors, and is hoping to propose an athletics/powwow field and track near the Hogan. He believes this would better serve our students needs as our current area for athletics is the circle in the center of campus that is unsafe due to uneven ground and concrete boundaries.

During the spring semester, LeRoy focused on.

- Getting the community field together and in motion. This involved speaking to IAIA's grant writers and meeting with other schools in the area who have completed other similar projects. Currently LeRoy is working with Nocona Burgess and Laurie Logan to start on the next step of the process of getting a solid estimate from a firm.
- Advocating on behalf of IAIA and TCU's. As part of ASG LeRoy went to Washington with Del for a week in February to speak to congress to try to get forward funding, exception from student loans, and an equal share at the table.
- LeRoy also organized the IAIA volleyball team in preparation for the AIHEC competition.
- In addition LeRoy was elected as AIHEC Student Congress Historian and will be the IAIA ASG Vice President in Fall 2016.

**Secretary:**

Manny Ramirez focused on

- Supporting a cohesive student government.
- Creating opportunities for educational advancement through campus workshops.
- Building a network of support for members of the
- Associated Students through campus activities and student life
- Strengths Based Leadership proposal revision

## Public Relations:

Kristin Kaye focused on

- Scholarship Drive with Alpha Chi Honor Society

Each ASG officer is given a choice of which month they would like to host an event for the students. Kristin had selected February during fall semester of 2015 and was able to host a hand game tournament. For spring 2016, she wanted ASG to collaborate with another group on campus to give back to the students. I had suggested the Alpha Chi Honor Society on IAIA campus to host an event with ASG. The event was called scholarship drive. Students would attend the event to apply for as much scholarship as they can apply for. Alpha Chi and ASG had submitted scholarship application opportunities for students to apply for. We had 51 students who attended the event but only 20 students who applied. The most scholarships a student had applied for was five. The event turned out great and the snacks were provided by ASG.

- ASG events announcements

Being a public relation officer of ASG, Kristin sent weekly reminders to student emails about the ASG meeting times. I would send emails out on Monday and Tuesday mornings before 12:00 PM. The emails would say the meeting time, location, and deadline to be added to our ASG agenda such as student clubs who wanted to announce meeting times, host workshops and fundraising events

- Student Representatives

In the spring semester, student representatives from fall semester were carried over into spring semester. ASG was able to get two new student representatives which in total we have 6 student representatives. Student representatives became the voice for the students in freshmen, sophomore, junior, senior, studio arts and creative writing departments and classes. Once the student representatives were set, we schedule a meeting time to speak to the student representatives about their positions. Although the student representatives were a bit lacking this semester, they were able to attend the ASG meetings weekly and planned to arrange meetings with the students. We were able to create a student representative committee to help with the Faculty Member of the Year selection process for AICF. The process of selecting final member succeeded well.

- T-shirt Design Submission for fall 2016

ASG T-shirt design submission is still in progress. When a student's work is selected for the t-shirt design, their design will be used for fall 2016. The student representatives will decide the selection of the student's design. Being the students of the school who have a strong voice, having their comments and suggestions about t-shirt design is very important.

To: Dr. Robert Martin  
From: Lawrence T. Mirabal, CFO  
Date: 4.25.16  
Subj: Quarterly Board Report for Finance, HR, IT, Facilities, Bookstore and Museum Store

# Strategic Theme 1: Improve Student Success

## 1.1 Increase involvement of all IAIA stakeholders in student success.

**Project:** Develop and lead a strategic team to improve and enhance the functionality of the college's student information system (SIS).

Although the college's SIS operates effectively, it has become increasingly apparent that it is capable of more functionality than it is currently being utilized for. The consensus is that this is due in part to a lack of training, as well as enhancements that need to be performed on the system. In order to assess what additional needs there are from the system, as well as what the best route is for addressing those needs, it would be prudent to assemble and manage a small, well-informed group of system power users. The team will be led by the CFO and the IT Director. The charge of the team will be to prioritize and clearly define needs, identify if issues are training or system enhancement based, and then present them to our consultants at COMSPEC (the developers of our SIS) for a price quote.

Success with this project will be measured by greater efficiency with the system, a more skilled and informed user base, and lower frustration levels with day-to-day use of the SIS system. The cost of the project will be offset by savings from the recently vacated SIS Coordinator position. The idea is that once the position is re-filled, the efficiencies will be in place.

**Update** – The CFO and IT Director assembled a team of highly skilled, key system users. The charge of the group was articulated to all members, and work began immediately. Over the course of several months, priorities were established and essential training and enhancements were identified. This was accomplished with regular, weekly meetings. Ultimately, the menu of needs was presented to COMSPEC and a quote was received. This initial quote was negotiated down and work commenced on automating processes and scheduling a wide array of training. As of this reporting date, all training has been completed, as well as requested system enhancements. The college is still awaiting a suite of custom reports, which will complete the project, once delivered.

This project has an expected completion date of 5/31/16.  
95% complete

## 1.2 Increase enrollment; improve retention and completion.

**Project:** Explore strategies for accelerating degree completion, from a financial perspective.

The CFO would like to investigate opportunities to improve degree completion rates and timetables, utilizing financial strategies. Ideas have been brought forward in various forms from organizations including Complete College America and NACUBO, as well as colleagues from other colleges. This project will attempt to identify several viable options that will fiscally incentivize students to complete their undergraduate degree, within four years, thereby increasing retention and graduation rates. This work will be completed by the CFO, in consultation with the President and other key colleagues.

Some examples of strategies being used at other institutions include a rebate on the final semester's tuition if a degree is attained within four years, or an agreed upon frozen tuition rate if a student maintains a prescribed completion schedule over a four-year period, toward degree completion. Even systematic increases to merit based scholarships as a student closes in on four-year degree completion, have been considered by some schools. At this point, these ideas are being viewed in a very conceptual, early-adoption stage. Additionally, impact on the budget must be weighed when considering any of these options and a cost-benefit analysis should be performed. However, exploring any option that will help with timely degree attainment is worthwhile. Success in this area will ultimately be measured by increased graduation rates and a higher number of degrees attained within a four-year period.

**Update** – Through additional research and data gathering, it has become obvious that this project will evolve into a full proposal paper, from the CFO to the President. There are simply so many angles and methods that need to be explored for implementation, that they need to be brought forward in a menu format, that includes the methodology, the value to be added, and the potential downside, for each proposed initiative. From this menu, the President, the CFO, and their advisors can make educated decisions about what strategies to pursue. Work has begun on the outline of the proposal, which includes valuable student data on both a national level, as well as from within IAIA. Special acknowledgement is given to Nena Martinez-Anaya and Bill Sayre for the data that has been provided to this point. It has been timely and on-point.

This project has an expected completion date of 6/30/16.  
25% complete

# Strategic Theme 3: Build the College Community

## 3.1 Implement the Climate Action Plan.

**Project:** Assess the feasibility and explore options for acquiring a side-by-side, all-purpose utility vehicle, by the facilities department.

For many years, the facilities department has only had one option when moving around a crew of 4 separate workers and their assorted tools, ladders, paints, firewood, and other items that are not suitable for transport in the back of a mini-van. This option is a ¾ ton pickup truck with a V-8 engine. Although there are certainly instances where the full-size truck is required, there are many times when it is not. Additionally, IAIA contracts out to a landscaping company for snow removal. There are two components to the snow removal process. The first piece is the plowing of campus roads and lots, which is accomplished very quickly and at relatively low cost, by the landscaper's truck. The second piece is the physical labor that the college currently pays for, in order to have all walkways cleared by workers with shovels. The hourly rate for this small army of laborers is expensive. As a result, each large snowstorm costs the college several thousand dollars.

To address both of these issues, facilities will explore the options available, for a small utility vehicle capable of hauling, as well as snow removal on the many walkways around campus. We project with snow removal, fuel, and maintenance savings alone, that the utility vehicle would pay for itself in 2 years. In addition, the flexibility and efficiency of work brought about by this purchase go far beyond dollars.

**Update** – In December 2015, after researching available options, the facilities department settled on a suitable option and purchased a Polaris side-by-side utility vehicle. The vehicle is equipped with both a snow-plow and an open bed, so that it can accomplish all tasks that facilities requires of it. In a very short time, the vehicle has already proven itself extremely useful, plowing and salting after several snowstorms, as well as shuttling facilities staff and their equipment all over campus. In addition to reduced snow removal costs, we have also seen a decrease in fuel purchasing for the big truck. Due to its unique configuration, internal policies and driver approval forms were developed and adopted, governing the operation of the vehicle. Operating privileges are limited to select members of the facilities staff. All in all, *the acquisition has been proven to be a huge success!*

**This project is now complete.  
100% complete**

### 3.4 Bring students, faculty, and together in campus-centric activities.

**Project:** Finance will develop and deliver presentations on financial and budgeting processes, at IAIA, for delivery to key stakeholder groups.

In our on ongoing efforts to increase fiscal transparency and understanding within all constituencies at IAIA, a series of presentations will be developed and presented by the finance dept. The presentations will be delivered to the faculty council, the staff council, the ASG, and the Board of Trustees. Each presentation will be geared toward its particular audience, so a “one size fits all” model will not suffice. This is because each group has a different stake in IAIA, as well as a unique level of understanding of the college’s financial inner-workings.

The goal of the project is two-fold. First, we want to educate the IAIA community about our processes and how they work. Second, we hope that as a result of this information sharing and learning, that greater trust is developed between the administration and key stakeholder groups, within the IAIA community. Once the information has been shared and a high degree of trust is developed, ideas for greater efficiency and smoother processes will begin to flow. Success will be measured by this dialogue being established.

**Update** – A presentation was made to the faculty council in the fall semester and seemed to be very well-received. There were a number of insightful questions and faculty members commented that they came away with new information. The Board of Trustees also received the first in their series of four presentations, on 2/19/16. This presentation was also well received and seemed to add value. The Board will receive their second training presentation at the May '16 meeting. The CFO was on the staff council’s agenda to present, several meetings ago, but was bumped due to other priorities. Another attempt will be made to deliver the presentation to the staff council, before the end of the summer.

This project has an expected 6/30/16 completion date  
70% complete

### 3.7 Design and build a multi-purpose Performing Arts and Fitness Center.

**Project:** Finalize design work and develop construction documents for the new Performing Arts & Fitness Center.

The goal of this project is to complete the design and construction document development phase of the multi-purpose Fitness & Performing Arts project. This includes the completion of the construction manual, as well as a complete set of working construction drawings.



This work will include a high degree of collaboration with various stakeholders in the project, including the IAIA design committee (inc. admin., faculty, student, and Board representation) for the building, PBI (our owner's rep), DMA Architects, and Bradbury-Stamm (our CMAR contractor). Over a series of meetings that are focused on different design aspects of the project, consensus will be achieved and final decisions will be made on the external and internal elements of the building. The final outcome of these decisions will be completed construction documents. The design phase of the building is expected to cost \$500K, which will be paid for by capital outlay money, from the state of NM.

**Update** – In the past 6 months, numerous meetings were held to discuss visual elements, finishes, and functionality of the building. Based on the decisions that were made, DMA Architects has prepared an updated project manual, and has updated the construction drawings to the 90% completion stage. *This is as far as the drawings can be taken until we have a solid mobilization date for work to begin on the site.* At that point, final touches will be added to ensure compliance with the latest code requirements and the availability of specified finish materials. A new set of collateral materials and a fly-through video was also completed, for fundraising purposes.

**This project is now complete.**  
**100% complete**

**3.8** Implement a deferred maintenance and equipment replacement schedule.

**Project:** Complete the installation of new HVAC systems and a new TPO roof on the academic building.

In collaboration with IAIA's owner's rep, PBI, the facilities and finance departments will engage DMA Architects for design and engineering specifications to complete the project. Based on these specifications, an RFP will be issued for a general contractor to complete the work.

Although design work should commence on the project as soon as possible, the physical construction will not begin until the week after commencement. Because of the imposition on the academic building, as well as extreme cold and hot weather in the winter and summer months, the spring is the most advantageous time to complete the work. It is estimated that the work will take 6 to 8 weeks to complete.

Funding for this project will come from \$800K in capital outlay funds that IAIA has secured from the state of NM.

**Update** – DMA Architects completed a walk-through of the building and finished the design of the project. PBI issued an RFB to potential contractors to complete the work. As a result of the RFB process, a contractor has been selected. However, negotiations and design modifications continue, as all three invited contractors quoted bids that were

significantly higher than the budget available for the project. The project was intentionally designed to be scalable. Because of this, a final design and scope of work will be selected that is both acceptable to the college and within budget.

This project has an expected completion date of 7/31/16.  
50% complete

### 3.9    Grow and maximize resources for college programs.

**Project:** Migrate to a self-insured model, for IAIA's medical benefit and away from a fully-insured model, with Presbyterian insurance.

The goal is to achieve a more sustainable and cost effective model of administering the health insurance benefit, at IAIA. During the course of the past three renewal years, IAIA has experienced double-digit increases in cost, as well as an erosion of benefits. The aim of this work is to reverse this disturbing trend. The college ultimately seeks to not only bring stability to health care costs, but actually bring them down. At the same time, the college also is committed to rectifying some of the benefit erosion that has taken place.

By self-insuring, IAIA will pay some administrative costs for both network rental, as well as TPA services. In addition, premiums will be paid for specific and aggregate stop-loss insurance, with well-balanced attachment points. Beyond these fixed costs, however, the college will be responsible for actual claims and pharmaceutical costs, up to the aforementioned attachment points for re-insurance. By paying only actual claims costs, however, the college will no longer be paying predetermined premium amounts with profit margins built in. The college will also no longer pay "what-if" costs that are attached to the renewal. These costs arise simply because of eventualities that may or may not occur, as the result of an adverse diagnosis. By relying on in-house experience and expertise, as well as good counsel from the college's broker and TPA advisors, strategic measures can be taken to achieve significant savings for the college and its employees. This is a *seismic shift* in how the college approaches benefit administration and not one to be taken lightly. However, the college is not entering into this process as a lone pioneer. Self-insuring has been a recent hot topic among higher-ed organizations, such as NACUBO and WACUBO, and those colleges that they represent. IAIA's step in this direction is forward thinking, but is certainly not as an early adopter on the bleeding edge. It is a tried and true model, when managed well.

**Update** – After establishing its runout reserve and selecting Cigna as its TPA, network provider, and stop-loss carrier, the college went live with the new self-insurance program on January 1<sup>st</sup>, 2016, as planned. Employees have reported very high satisfaction with the new program and its nationwide coverage, as well as the newly restored benefits within the program. Claims for the first quarter of 2016 totaled \$54,272. This is in addition to the quarterly fixed costs of \$80,118, for a total of \$134,390. **This total is below the actuarial-calculated "expected" cost of \$155,505**

for the first quarter, by \$21,115. *It is also \$17,110 less than what the college would have paid for 3<sup>rd</sup> party insurance for the same period, based on 2015 rates. That number (and associated savings) can be assumed to be 15%-25% higher for 2016, due to the ever escalating renewal costs that we used to face. Clearly, significant savings are being achieved in this area.*

**This project is now complete.**  
**100% complete**

## Strategic Theme 4: Advance Contemporary Native Arts and Culture

**4.1** Expand collaboration between the Museum, academic, and student support programs.

**Project:** Develop a “Students to the Museum” program.

This project will be led by the facilities dept., in collaboration with the student life dept. and the museum. The program will initiate bi-weekly shuttle transportation for students, from campus to the museum. Once at the museum, students could participate in guided tours or just explore on their own. We would like to remove any barriers that prevent students from experiencing our world-class museum and all that it has to offer. Transportation seems like a logical place to start. This initiative will be an expansion of the “New Employees to the Museum”, that the facilities dept. began in the fall.

**Update** – Logistics were worked out between the between the Museum Director and the Facilities Director and a visit plan was established. The inaugural shuttle transported 3 students to the museum, on April 1<sup>st</sup>, for a guided visit. The second visit took place on April 20<sup>th</sup>, and included 4 students. Depending on future interest, the remaining visits will either be scheduled on a monthly or bi-weekly basis.

**This project is now complete.**  
**100% complete**

# Departmental Reports:

## Finance/Office of the CFO:

- The CFO and Facilities Director have shifted much of their focus to planning for and overseeing the various capital projects that are scheduled to begin very soon. These include the Academic Building roof and HVAC replacement (\$800k project), the HVAC install at the Hogan (\$16k project), and the ongoing Performing Arts and Fitness Center Building (\$9M). Since most of these projects involve grant and governmental funding, the time demands for presentation and discussion with outside groups is fairly high.
- Work on the college's 990 continues, in cooperation with the auditors.
- Preliminary work has begun on the college's FY 2017 budget and will accelerate, as we move through the next quarter.

## HR:

- IAIA has completed the first quarter of self-insurance coverage with CIGNA Health. There have been no employee complaints and early anecdotal information seems to indicate satisfaction with CIGNA and the coverage. Paid claims and fixed costs have yielded significant savings over our old, fully-insured program, for the first quarter of the year.
- Planning is currently underway for the IAIA Employee Health and Wellness Fair. Human Resources along with facilities and the staff council will organize the event. CIGNA has significant resources for Wellness programs and will provide Wellness Seminars and employee Biometric screenings for the fair at no charge to IAIA.
- A proposal for changes to the staff and faculty grievance processes received input from the staff and faculty councils and was passed by the Financial and Administrative Services Committee. It was subsequently approved by the President and has moved on to the B.O.T. for final approval.
- Turnover data continues to be collected and analyzed on an on-going basis, in order to provide senior leadership with information to help improve retention. Highlighted below is the turnover data the reporting period of **January 2016 – March 2016:**
  - 3 staff employees left IAIA, 2 were voluntarily resignations and 1 was an involuntary termination:
    - 1 staff employee was terminated with cause.
      - Museum Preparator and Exhibition Coordinator
    - 2 staff employees left for personal reasons:
      - Assistant to the Dean
      - Career Advisor

- Average tenure for all 4 employees was 1.1 years with IAIA. However, this tenure average was skewed by having one employee (the Preparator and Exhibitions Coordinator) employed for just 2 months.
- On the recruitment side, the following 5 positions were filled during this reporting period:
  - Staff (Assistant Director of Institutional Research) non-Native.
  - Staff (Museum Chief Curator) non-Native.
  - Staff (Admissions Specialist) non-Native.
  - Staff (Assistant to the Faculty, Promotion) non-Native.
  - Staff (Continuing Education Manager, Promotion) Native.

The HR Department for the 2016 spring semester hired 45 adjunct instructors and processed the timely and accurate employment of more than 50 Student Workers.

### **Facilities:**

- The Facilities Dept. has been hosting and working with WPI (Worcester Polytechnic University) engineering students this semester. The students are working on electrical system monitoring and LEED light options for the campus.
- A new HVAC system was installed in the Facilities office. Additionally, construction work was completed to section the shop/work space off from the admin office area. These two projects worked in concert to minimize AC cooling and heating needed for the shop.
- Facilities staff has been key in assisting the Museum Store with a number of floor layout changes, maintenance needs, and enhancements to the store space. This is one of the many synergies that has been made available by having the auxiliaries combined under the F&A umbrella.
- Facilities is preparing to move from its current work order system to a commercial product named "SchoolDude", for work order management. This product will enhance the department's ability to respond, track, and ultimately resolve service requests in a timely fashion.
- Facilities continues to be an active partner in the numerous capital projects that are taking place on the campus, including the Academic Building roof/HVAC work, the Hogan HVAC install, and the ongoing Performing Arts and Fitness Center building project.
- Facilities staff added another ADA sidewalk curb ramp near the flagpole, to better facilitate campus travel for our students. *Additionally, significant work was done to the auditorium to improve its ADA accessibility.* This work included the complete removal of the stage (which was not ADA friendly), as well as the removal of 9 seats, to make room for accessible seating in two different sections of the auditorium.
- Facilities coordinated a presentation and lecture by cinematographer and conservationist Elke Durr, titled "Coexistence is Possible". The presentation took place on Tuesday, April 12<sup>th</sup>, 2016. There were 10 attendees, with good discussion afterwards.

- Campus Public Art purchased the following: 3 new Allan Houser posters, 2 new Elroy Fox paintings, commissioned and purchased a new set of chimes for the Academic Building, a new Terran Kipp print, and is negotiating for 2 more major pieces.

## **IT:**

- One of the management comments in the college's recent audit noted the lack of a password change policy. The auditors strongly suggested that IAIA implement a password change policy. This is a best practice followed by many institutions. During the week of April 11<sup>th</sup> the IT Dept. implemented a new policy, requiring employees to change passwords via their network login. The change was successful, with very few issues. Going forward, a force of password change will occur every 90 days.

## **Museum Store:**

- Sales for the 1st quarter of 2016 were slightly below where they were at the same time last year, down 9%. However, margins were up by 4.7%, so the net effect was very close to level. January was very slow, with sales beginning to improve, along with attendance, with the opening of the LKN exhibit.
- Revision of the current artist consignment program to better serve the artist and patron alike, is taking place. We are currently in-the-process of exchanging out old consignment pieces while pursuing new artist/alumni to showcase. This process will be on-going throughout the coming year.
- The new Museum Store Manager was committed to Re-looking at the floor space and sales area to improve merchandising and appeal. This process has been completed. Floor space improvements have been made and the new floor plan is open and inviting.
- A new pricing method for jewelry and other merchandise has been implemented, so the visitor can more clearly see what the items cost. This eliminates guess work for our patrons and increases shop-ability. *(The CFO and Store Manager have copies of the new pricing strategy plan document. It is available upon request)*
- We continue to implement ideas for increasing store traffic. This includes web site improvements, collaboration with Museum staff and administration, and development of social media tools to improve local, regional and national awareness of the museum store. Such tools include Facebook, Twitter, Yelp, and Instagram. This reporting period, the focus has been on collaborating with

the college's marketing department to ensure that marketing efforts are not overlapping, but are comprehensive, with a unified message.

- We are in the process of creating a section of "staff favorites" (for store, museum staff and security). This will include items, such as books, that will be displayed along with a small review, to make product a bit more personal. The store is working with Jason Ordaz to come up with promotional locations for this content. The staff is already planning what items will be highlighted. The store also hopes to work with faculty, to integrate their expertise into the program.
- The Store Manager is continuing efforts to achieve better collaboration with Museum Staff, local merchants and civic bodies like Santa Fe CVB.

### **Campus Bookstore:**

- As of writing, the adoption phase for fall 2016, through the Rafter program, is nearly complete with over a week prior to the deadline. We have 176 courses listed with 90% approval on textbooks requested with only 16 titles pending approval.
- With a full academic year of experience behind us, we are continuing to refine the textbook process with our partners at Rafter. We hope fall 2016 will continue to demonstrate our pledge to make our textbook program "a great benefit" to our students, faculty and community.

**Quarterly Report to the Board of Trustees  
Institute of American Indian Arts  
May 2016**

**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, 2016**

	<u>TOTAL BUDGET</u>	<u>TOTAL ACTUAL EXPENDITURES</u>	<u>TOTAL BUDGET REMAINING</u>	<u>% REMAINING</u>
<b>EXPENDITURES BY CATEGORY</b>				
COST OF SALES	\$ 159,824	\$ 77,525	\$ 82,299	51%
SALARIES & FRINGE BENEFITS	7,295,373	3,363,666	3,931,706	54%
OPERATING EXPENSES	1,101,628	478,713	622,915	57%
FOOD & CATERING	715,224	394,367	320,857	45%
PROFESSIONAL SERVICES	854,719	348,634	506,085	59%
SCHOLARSHIPS & FELLOWSHIPS	18,000	5,370	12,630	70%
M&R, UTILITIES & OTHER	1,407,791	667,153	740,638	53%
TRAVEL	275,719	154,732	120,987	44%
TRAINING	70,887	14,324	56,563	80%
VEHICLES	62,474	14,098	48,376	77%
NON-BUDGETED AUX. REVENUES		-920	920	0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 11,961,638</b>	<b>\$ 5,517,662</b>	<b>\$ 6,443,976</b>	<b>54%</b>
<b>EXPENDITURES BY DEPARTMENTS</b>				
BOARD OF TRUSTEES	\$ 82,503	\$ 44,194	\$ 38,309	46%
OFFICE OF THE PRESIDENT	699,436	290,049	409,387	59%
INSTITUTIONAL RESEARCH	288,645	78,063	210,582	73%
INSTITUTIONAL ADVANCEMENT	365,530	170,175	195,355	53%
FINANCIAL SERVICES	679,553	326,109	353,444	52%
INFORMATION TECHNOLOGY	444,170	185,975	258,195	58%
CENTER FOR STUDENT LIFE	420,460	199,942	220,518	52%
ADMISSIONS & RECRUITMENT	308,092	158,025	150,067	49%
FACILITIES MANAGEMENT	1,405,432	726,720	678,712	48%
MUSEUM	966,755	422,650	544,105	56%
ACADEMIC DIVISION	2,959,606	1,348,324	1,611,282	54%
STUDENT SUCCESS CENTER	690,416	350,685	339,731	49%
LIBRARY	388,985	188,815	200,170	51%
MFA CREATIVE WRITING PROGRAM	602,672	246,260	356,412	59%
MUSEUM SHOP	265,563	138,262	127,301	48%
CAMPUS BOOKSTORE	156,000	51,802	104,198	67%
STUDENT HOUSING	959,392	526,400	432,992	45%
CONFERENCE SERVICES	103,430	35,456	67,974	66%
STRATEGIC PRIORITIES PROJECTS	174,998	30,166	144,832	83%
NON-BUDGETED AUX. INITIATIVES (Net)		-410	410	-
<b>TOTAL EXPENDITURES BY DEPARTMENTS</b>	<b>\$ 11,961,638</b>	<b>\$ 5,517,662</b>	<b>\$ 6,443,976</b>	<b>54%</b>
<b>EXPENSES NOT ALLOCATED TO DEPARTMENTS</b>				
Unemployment Insurance	\$ 30,000			
President's Governmental Relations Fund	73,125			
Interest on Debt - Residence Ctr NMFA Loan (3.4%)	277,219			
Residence Center NMFA Loan	197,367			
Surplus building allowance	511,625			
Offset Museum Shop & Campus Bookstore	(351,563)			
	<b>\$ 12,699,411</b>			

**STATEMENT OF REVENUES - COMPARATIVE**  
**IAIA & AUXILIARY**  
**Second Quarter Comparison - FY16 & FY15**

	FY16			FY15	Variance Between FY 16 & FY15 YTD Actual Positive/(Negative)
	Projected Annual Revenues	Actual 6 Months To 3/31/2016	% of Projected Achieved YTD	Actual 6 Months Ending 3/31/2015	
<b>REVENUES</b>					
Federal Appropriation	\$ 9,469,000	\$ 9,619,000	101.6%	\$ 9,469,000	\$ 150,000
Tuition & fees	\$ 1,023,663	\$ 1,019,470	99.6%	\$ 754,579	\$ 264,891
Distance Learning/Academic Tech.	133,700	50,034	37.4%	85,710	(35,676)
MFA Creative Writing Program	565,000	244,647	43.3%	246,051	(1,404)
Student Fitness Center	13,000	6,198	47.7%	4,850	1,348
Residence Hall	455,816	421,686	92.5%	385,419	36,268
Family Housing Rentals	169,950	182,683	107.5%	158,290	24,393
Meal Plan	386,739	493,872	127.7%	403,270	90,603
Conference Services	110,000	37,825	34.4%	2,788	35,037
Museum Admissions	73,500	46,075	62.7%	33,536	12,539
Museum Shop Sales	184,969	98,953	53.5%	111,929	(12,976)
Campus bookstore sales	62,000	32,193	51.9%	34,692	(2,499)
Museum memberships	40,000	22,866	57.2%	24,916	(2,050)
Museum Contributions (temp restricted)	10,000	274	2.7%	1,553	(1,280)
General Contributions (unrestricted)	107,131	83,446	77.9%	86,982	(3,536)
Scholarship, Education Donations	333,507	607,499	182.2%	463,619	143,880
Trust Endowment Draw	150,000	0	0.0%	0	0
Miscellaneous Income/Indirect Revenue	75,000	47,429	63.2%	62,539	(15,110)
<b>REVENUES EXCLUDING FEDERAL APPROPRIATION</b>	<b>\$ 3,893,975</b>	<b>\$ 3,395,151</b>	<b>87.2%</b>	<b>\$ 2,860,723</b>	<b>\$ 534,428</b>
Estimated reduction for:					
Uncollectible Student Accounts	(112,000)				
Excess Institutional Scholarships	(200,000)				
Museum Gift Shop	(265,564)				
Campus Bookstore	(86,000)				
<b>TOTAL REVENUES</b>	<b>\$ 12,699,411</b>	<b>\$ 13,014,151</b>	<b>102.5%</b>	<b>\$ 12,329,723</b>	<b>\$ 684,428</b>

**SCHEDULE OF REVENUES AND EXPENDITURES**  
**IAIA & AUXILIARY**  
**First Half Comparison - FY16 & FY15**

	<b>FY16</b> <b>Unaudited</b> <b>6 Months</b> <b>Ending</b> <b>March 31, 2016</b>	<b>FY15</b> <b>Audited</b> <b>6 Months</b> <b>Ending</b> <b>March 31, 2015</b>	<b>Variance</b> <b>Favorable or</b> <b>(Unfavorable)</b>
<b>REVENUES</b>			
Federal Appropriation	\$ 9,619,000	\$ 9,469,000	\$ 150,000
Tuition & Fees	1,320,349	1,091,190	229,159
Residence Hall/Family Housing	604,370	543,709	60,661
Meal Plan	493,872	403,270	90,602
Museum Shop	145,028	145,465	(437)
Campus Bookstore Sales	32,193	34,692	(2,499)
Conference Services	37,825	2,788	35,037
Unrestricted Contributions	106,312	111,897	(5,585)
Temporarily Restricted Contributions	607,773	465,173	142,600
Trust Endowment Draw	-	-	-
Miscellaneous Income	47,429	62,539	(15,110)
<b>TOTAL REVENUES</b>	<b>\$ 13,014,151</b>	<b>\$ 12,329,723</b>	<b>\$ 684,428</b>
<b>EXPENDITURES</b>			
Cost of Sales	\$ 77,525	\$ 88,699	\$ 11,174
Salaries & Fringe Benefits	3,363,666	3,320,302	(43,364)
Operating Expenses	478,713	474,983	(3,730)
Food & Catering	394,367	377,609	(16,758)
Professional Services	348,634	532,140	183,507
Scholarships & Fellowships	5,370	9,916	4,546
M&R, Utilities & Other	667,153	643,109	(24,044)
Travel	154,733	114,228	(40,505)
Training	14,324	17,561	3,237
Vehicles	14,098	22,833	8,735
Total Costs General & Administrative	\$ 5,518,583	\$ 5,601,380	\$ 82,798
NON-BUDGETED AUX. INITIATIVES (Revenue)	920	1,600	(680)
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,517,662</b>	<b>\$ 5,599,780</b>	<b>\$ 82,118</b>
<b>NET INCOME/(LOSS)</b>	<b>\$ 7,496,489</b>	<b>\$ 6,729,943</b>	<b>\$ 766,546</b>

**SCHEDULE OF REVENUE AND EXPENDITURES**  
**MUSEUM SHOP**  
**First Half Comparison - FY16 & FY15**

	<b>FY16</b> <b>Unaudited</b> 6 Months Ended March 31, 2016	<b>FY15</b> <b>Audited</b> 6 Months Ended March 31, 2015	<b>Favorable or (Unfavorable) Change</b>
<b>SALES</b>			
Sales less Discounts	\$ 98,462	\$ 112,117	\$ (13,656)
Shipping & Packing	631	575	56
Refunds	(140)	(764)	624
	<b>\$ 98,953</b>	<b>\$ 111,929</b>	<b>\$ (12,976)</b>
<b>Cost of Goods Sold</b>			
Cost of Sales	\$ 53,470	\$ 60,141	\$ (6,671)
<b>Gross Profit on Sales</b>	<b>\$ 45,483</b>	<b>\$ 51,788</b>	<b>\$ (6,305)</b>
<b>GP %</b>	<b>45.96%</b>	<b>46.27%</b>	<b>-0.30%</b>
<b>OTHER INCOME</b>			
Admissions	\$ 46,075	\$ 33,536	12,539
	<b>\$ 46,075</b>	<b>\$ 33,536</b>	<b>\$ 12,539</b>
<b>Income Before General &amp; Administrative</b>	<b>\$ 91,558</b>	<b>\$ 85,324</b>	<b>\$ 6,234</b>
<b>General &amp; Administrative Expenditures</b>			
Personnel			
Salaries	\$ 50,846	\$ 59,906	\$ 9,060
Payroll Taxes	3,822	4,517	696
Savings Plan	1,240	2,676	1,436
Insurance	6,111	5,971	(140)
	<b>\$ 62,019</b>	<b>\$ 73,071</b>	<b>\$ 11,052</b>
<b>Personnel costs as % of sales + admissions</b>	<b>42.76%</b>	<b>50.23%</b>	<b>7.47%</b>
Advertising - promotional	\$ -	\$ 750	\$ 750
Bank charges	3,692	3,152	(540)
Cash (over)/short	7	19	12
Contributions, gifts & awards	278	0	(278)
Dues & Memberships	165	150	(15)
Office supplies	860	2,529	1,669
Postage, freight & delivery	525	413	(112)
Printing	165	128	(37)
Equipment & Furniture under \$5,000	120	0	(120)
Leasing - equipment	878	804	(74)
Leasing - facilities	641	1,210	569
Maintenance - equipment & software	1,144	812	(333)
Consultants/Professional Services	14,224	19	(14,205)
Training - fees & materials	0	65	65
Travel - accomodation & meals	0	297	297
Travel - mileage	43	74	31
Travel - transportation	0	533	533
	<b>\$ 84,761</b>	<b>\$ 84,025</b>	<b>\$ (736)</b>
<b>Total General &amp; Administrative Expenditures</b>	<b>\$ 84,761</b>	<b>\$ 84,025</b>	<b>\$ (736)</b>
<b>INCOME/(LOSS) Before Notional Rent Expense</b>	<b>\$ 6,797</b>	<b>\$ 1,298</b>	<b>\$ 5,498</b>
<b>1</b> Notional Rent	25,984	25,984	-
<b>NET INCOME/(LOSS)</b>	<b>\$ (19,187)</b>	<b>\$ (24,686)</b>	<b>\$ 5,498</b>

**SCHEDULE OF REVENUE AND EXPENDITURES**  
**INSTITUTIONAL ADVANCEMENT**  
**First Half Comparison - FY16 & FY15**

	<b>FY16</b> <b>Unaudited</b> 6 Months Ending March 31, 2016	<b>FY15</b> <b>Audited</b> 6 Months Ending March 31, 2015	<b>Favorable or (Unfavorable) Change</b>
<b>REVENUES</b>			
Donations:			
Endowed Scholarship Donations	\$ 2,969	\$ 300	\$ 2,669
Permanent/Chair Endowment Donations	4,633	10,695	(6,062)
General Donations	83,446	86,982	(3,536)
Scholarships Donations	607,499	470,543	136,956
<b>TOTAL REVENUES</b>	<b>\$ 698,547</b>	<b>\$ 568,519</b>	<b>\$ 130,028</b>
<b>EXPENDITURES</b>			
Personnel			
Staff Salaries	\$ 103,705	\$ 102,696	\$ (1,009)
Student Wages	1,026	1,285	259
Social Security	7,792	7,720	(72)
403B Plan	6,071	5,662	(409)
Insurance Benefit	9,675	8,964	(711)
Nontaxable Fringe Benefits (Fitness)	150	450	300
Total Personnel Expenditures	\$ 128,419	\$ 126,777	\$ (1,643)
Operating Expenditures			
Advertising - promotional	\$ 1,101	\$ 980	\$ (122)
Contributions, gifts & awards	1,063	0	(1,063)
Dues & Memberships	1,510	695	(815)
Exhibit costs	243	0	(243)
Food & catering	1,792	1,320	(471)
Licenses & permits	403	481	78
Meeting Costs	881	976	95
Office supplies	3,089	1,105	(1,983)
Postage, freight & delivery	573	98	(474)
Printing	6,108	269	(5,839)
Professional Development	(764)	0	764
Receptions & shows	1,528	3,292	1,764
Solicitation & Cultivation	1,864	894	(970)
Subscriptions & Publications	146	32	(114)
Computer equip & software under \$5,000	74	0	(74)
Equipment & Furniture under \$5,000	11	421	409
Maintenance - equipment & software	4,468	2,528	(1,940)
Consultants/Professional Services	9,177	1,625	(7,552)
Training - fees & materials	525	2,620	2,095
Training - accommodations and meals	857	0	(857)
Travel - accomodation & meals	1,980	2,984	1,004
Travel - mileage	627	896	269
Travel - transportation	4,242	3,024	(1,218)
Utilities - telephone	257	261	4
Total Operating Expenditures	\$ 170,175	\$ 151,278	\$ (18,897)
<b>TOTAL EXPENDITURES</b>	<b>\$ 298,594</b>	<b>\$ 278,055</b>	<b>\$ (20,540)</b>
<b>NET INCOME/(LOSS)</b>	<b>\$ 399,953</b>	<b>\$ 290,464</b>	<b>\$ 109,489</b>

# SCHEDULE OF REVENUE AND EXPENDITURES

## CAMPUS BOOKSTORE

### First Half Comparison - FY16 & FY15

	<b>FY16</b>	<b>FY15</b>	
	<b>Unaudited</b>	<b>Audited</b>	<b>Favorable or</b>
	6 Months Ended	6 Months Ended	<b>(Unfavorable)</b>
	March 31, 2016	March 31, 2015	<b>Change</b>
<b>SALES</b>			
Sales less Discounts	\$ 32,366	\$ 35,559	\$ (3,193)
Sales Returns & Refunds	(173)	(867)	694
	<b>\$ 32,193</b>	<b>\$ 34,692</b>	<b>\$ (2,499)</b>
<b>Cost of Goods Sold</b>			
Cost of Sales	\$ 21,258	\$ 28,557	\$ 7,299
<b>Gross Profit on Sales</b>	<b>\$ 10,935</b>	<b>\$ 6,135</b>	<b>\$ 4,800</b>
<b>GP %</b>	<b>34%</b>	<b>18%</b>	<b>16%</b>
<b>Income Before General &amp; Administrative</b>	<b>\$ 10,935</b>	<b>\$ 6,135</b>	<b>\$ 4,800</b>
<b>General &amp; Administrative Expenditures</b>			
Rafter Book Program expense	\$ 2,796	\$ -	\$ (2,796)
Advertising - promotional	290	640	350
Bank charges	943	763	(180)
Cash (over)/short	(78)	0	79
Dues & Memberships	17	20	3
Office supplies	395	405	10
Postage, freight & delivery	96	88	(8)
Computer equip & software under \$5,0	383	723	339
Maintenance - equipment & software	502	0	(502)
Consultants/Professional Services	25,200	24,100	(1,100)
Travel - accomodation & meals	0	331	331
Travel - transportation	0	331	331
<b>Total General &amp; Administrative Expenditures</b>	<b>\$ 30,543</b>	<b>\$ 27,400</b>	<b>\$ (3,143)</b>
<b>NET INCOME/(LOSS)</b>	<b>\$ (19,608)</b>	<b>\$ (21,265)</b>	<b>\$ 1,656</b>

**SCHEDULE OF REVENUE AND EXPENDITURES**  
**CONFERENCE SERVICES**  
**First Half Comparison - FY16 & FY15**

	<b>FY16</b> <b>Unaudited</b> 6 Months Ended March 31, 2016	<b>FY15</b> <b>Audited</b> 6 Months Ended March 31, 2015	<b>Favorable or (Unfavorable) Change</b>
<b>REVENUE</b>			
Facilities Rentals	\$ 37,825	\$ 2,788	\$ 35,037
Catering Revenue	-	-	-
	<b>\$ 37,825</b>	<b>\$ 2,788</b>	<b>\$ 35,037</b>
<b>General &amp; Administrative Expenditures</b>			
Personnel			
Salaries	\$ 25,097	\$ 25,093	\$ (4)
Payroll Taxes	1,615	1,615	0
Savings Plan	1,506	1,506	(0)
Insurance	3,641	3,085	(556)
	<b>\$ 31,858</b>	<b>\$ 31,299</b>	<b>\$ (559)</b>
<b>Personnel costs as % of Revenue</b>	<b>84%</b>	<b>1123%</b>	<b>1038%</b>
Bank charges	\$ 115	\$ 270	\$ 156
Dues & Memberships	46	-	(46)
Food & catering	2,173	1,322	(851)
Consultants/Professional Services	-	1,000	1,000
Travel - accomodation & meals	1,110	-	(1,110)
Travel - mileage	62	-	(62)
Travel - transportation	92	-	(92)
<b>Total General &amp; Administrative Expenditures</b>	<b>\$ 35,456</b>	<b>\$ 33,891</b>	<b>\$ (1,005)</b>
<b>NET INCOME/(LOSS)</b>	<b>\$ 2,369</b>	<b>\$ (31,103)</b>	<b>\$ 33,472</b>

# **PERMANENT ENDOWMENTS** **Six Months Ending March 31, 2016**

	Program			Quasi		Scholarships		General & Faculty				
1st Quarter Fiscal Year 2016												
Equities Gain / (Loss)	\$	(27)	0.00%	\$	42	0.14%	\$	20	0.00%	\$	(156)	-0.01%
Dividend & Interest		68,964	2.97%		871	2.96%		29,439	2.97%		36,252	2.97%
Fees		(6,278)	-0.27%		(80)	-0.27%		(2,677)	-0.27%		(3,304)	-0.27%
Total 1st Quarter	\$	62,659	2.70%	\$	833	2.83%	\$	26,783	2.70%	\$	32,793	2.68%
Average Monthly Account Balance		\$2,322,639			\$29,416			\$990,534			\$1,222,242	
1st Quarter Asset Grand Total		\$4,546,876										
2nd Quarter Fiscal Year 2016												
Equities Gain / (Loss)	\$	(4,860)	-0.22%	\$	(57)	-0.20%	\$	(2,211)	-0.23%	\$	(2,501)	-0.21%
Dividend & Interest		6,367	0.28%		82	0.29%		2,770	0.29%		3,371	0.28%
Fees		(6,079)	-0.27%		(76)	-0.27%		(2,596)	-0.27%		(3,205)	-0.27%
Total 2nd Quarter	\$	(4,572)	-0.20%	\$	(51)	-0.18%	\$	(2,037)	-0.21%	\$	(2,334)	-0.20%
Average Monthly Account Balance		\$2,252,784			\$28,306			\$962,521			\$1,188,216	
2nd Quarter Asset Grand Total		\$4,544,213										
FYTD INCOME MARCH 31ST												
	\$	58,086.89			\$ 781.24			\$ 24,745.65			\$ 30,458.23	
FYTD MARCH 31 ASSETS	\$	2,308,532	2.58%	\$	29,010	2.67%	\$	987,341	2.58%	\$	1,219,331	2.57%
ASSET GRAND TOTAL												
		\$4,544,213										



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

**RESOLUTION # 2016 – 008**

**May 13, 2016**

**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, 2016 through March 31, 2016, which are listed below:

2nd Quarter (January 1 – March 31, 2016)

Gifts of \$ 1,545,932	\$ 450,434	Scholarships & Endowments;
	\$ 110,138	General Donations & Gifts In Kind;
	\$ 985,360	Grant Proceeds and Temporarily Restricted Gifts (see attached detail)

**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 \_\_\_\_\_

\_\_\_\_\_  
Deborah Goodman, Secretary

**SCHEDULE OF GIFT REVENUE**  
**For the Quarter Ending March 31, 2016**

<b>FISCAL YEAR 2016</b>	<b>IAIA</b>					<b>2nd Qtr</b>
<b>IAIA FUND</b>	<b>Fund #</b>		<b>Jan-16</b>	<b>Feb-16</b>	<b>Mar-16</b>	<b>Total</b>
Allan Houser Scholarship	3156	\$	20,300	\$ 10	\$ 250	\$ 20,560
American Indian College Fund	3104			59,633		59,633
Andrew Krusko, Sr Memorial Scholarship Fund	3011			2,110		2,110
Emergency Student Fund	3002		975	100	100	1,175
General Scholarships	3101		20,734	3,228	945	24,907
IAIA BOT Scholarship Fund	3142		5,091	4,500		9,591
Jeri Ah-be-hill Scholarship	3162		1,100			1,100
Jerome Tiger Memorial Enowed Scholarship	1306		300	0	0	300
Johnson Scholarship Foundation Entrepreneurship	3134 D			30,938		30,938
Katharine Scallan Scholarship	3159				35,150	35,150
Kim Denise Willetto Rstrctd Scholarship	1387			2,000		2,000
Kim Denise Willetto Scholarship	3160			250		250
Ludwig & Nancy Sternberger Scholarship	3164			36,000		36,000
MFA Scholarship Fund	3155		3,500			3,500
Nelson & Gretchen Grice	3105		37,706			37,706
Sharp Scholarship Fund	3133				6,000	6,000
Truman Capote Scholarship	3109			50,000		50,000
Westheimer Native American Scholarship	3158			125,482		125,482
Permanent Endowment	1390		1,032	3,000		4,032
<b>TOTAL SCHOLARSHIPS/AWARDS</b>		\$	90,739	\$ 317,250	\$ 42,445	\$ 450,434
General Donations	5001	\$	14,704		\$ 65,930	\$ 85,634
Museum Membership	5004		9,514	7,335	2,650	24,504
<b>TOTAL - UNRESTRICTED</b>		\$	24,218	\$ 7,335	\$ 68,580	\$ 110,138
AICF/Henry Luce Fndtn Internship(Benally)	4154/01	\$	-	\$ 15,000	\$ -	\$ 15,000
AICF/Henry Luce Fndtn Internship(Killsknight)	4154/02			15,000		15,000
AIHEC BIE College Bound Initiative	4153		33,600			33,600
Cargill-Artist in Residence-Student Internship Progr	4151				257,250	257,250
Celebrating 50 Years Capital Campaign	6152		13,794	1,200	100	15,094
Center for Arts & Cultural Studies-Restricted	4100		4,537	248	165	4,951
Center for Lifelong Education-Restricted	4810			15		15
Combes - IAIA Collection Storage Fund	4271/C		10,000			10,000
DoD - Full Dome Development	4147				63,290	63,290
Eco Ambassador Program 2015-2016	4150/01		8,000			8,000
MFA Creative Writing Program	4100/187		4,000			4,000
Museum Restricted	4200		251	22		274
NMAI Arts Organization Leadership Program	4253		16,000			16,000
Ottens Foundation-Health & Wellness Program	4082 E				50,000	50,000
Smithsonian/NMAI Artist Leadership Program	4100/04				5,415	5,415
USDA - Capacity Bldg in Outreach & Land Grant Yr	4921/02			4,375	6,273	10,648
USDA - IAIA Seed Library Yr 1	4925			31,331		31,331
USDA - Student AG. Research	4926			5,948	3,874	9,821
USDA - Student Research Experience & Visiting	4922			4,741		4,741
USDA Edctonl Wrkshps & Summer Youth Camps Yr	4924/01			44,617		44,617
USDA Edctonl Wrkshps & Summer Youth Camps Yr	4924/02				4,420	4,420
USDA Tribal Colleges Endowment Program	4013			24,108	9,268	33,375
USDoe - Title III IAIA Development	4427			93,768	46,846	140,613
USDOE Title III - Academics Visiting Faculty Progra	4430/05				23,000	23,000
USDOE Title III - Cinema Arts Computer Equipmer	4430/09				23,628	23,628
USDOE Title III - Counseling Program	4430/08			1,200	400	1,600
USDOE Title III - Enviromental Health & Safety	4430/07			4,239	1,112	5,351
USDOE Title III - IAIA Outreach Program	4430/04			7,221	5,823	13,045
USDOE Title III - Institutional Advancement Alum	4430/03			9,275	8,296	17,571
USDOE Title III - MFA Curriculum & Academic Su	4430/02			60,491	40,050	100,541
USDOE Title III - Technology For Student Success	4430/06			16,537	6,633	23,170
<b>TOTAL - RESTRICTED</b>		\$	90,182	\$ 339,336	\$ 555,842	\$ 985,361
<b>GRAND TOTAL</b>		\$	205,139	\$ 663,921	\$ 666,867	\$ 1,545,932

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

**RESOLUTION # 2016 - 009**

**May 13, 2016**

**Whereas**, the external auditors for the Institute of American Indian Arts have put forth the recommendation that the college's President have all college-related travel expenses approved by the Board of Trustees chair, after a preliminary review and recommendation of approval or non-approval by the college's Controller and;

**Whereas**, the Chief Financial Officer of the Institute of American Indian Arts concurs with the recommendation put forth by the college's external auditors and the execution of a corresponding change to the college's financial policies and procedures;

**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 Chief Financial Officer and adopts the proposed policy change.

Offered by: \_\_\_\_\_

Seconded by: \_\_\_\_\_

Vote:                      Aye \_\_\_\_\_                      Nay \_\_\_\_\_

Attachments:                      Yes \_\_\_\_\_                      No \_\_\_\_\_X\_\_\_\_\_

\_\_\_\_\_

Deborah Goodman, Secretary

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

## RESOLUTION # 2016 - 010

May 13, 2016

**Whereas**, the administration of the Institute of American Indian Arts has endeavored to improve the grievance policy as presented in the college's staff and faculty handbooks and bring both handbooks into alignment and;

**Whereas**, the administration has engaged in a collaborative and transparent process with the faculty and staff councils to modify the grievance policy and;

**Whereas**, the modified grievance policy has been presented to the faculty, staff, and student composed FAS Committee at the college for consideration and,

**Whereas** the FAS Committee has recommended adoption of the modified grievance policy to the President of the Institute of American Indian Arts and;

**Whereas** the President of the Institute of American Indian Arts has signed the recommendation, affirming support for the modified grievance policy;

**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 President's recommendation and adopts the modified grievance policy.

Offered by: \_\_\_\_\_

Seconded by: \_\_\_\_\_

Vote: Aye \_\_\_\_\_ Nay \_\_\_\_\_

Attachments: Yes \_\_\_\_\_X\_\_\_\_\_ No \_\_\_\_\_

\_\_\_\_\_  
Deborah Goodman, Secretary

# **IAIA Grievance Policy and Process Proposed Revision 2016**

## ***E. Grievance Process***

The grievance process is available to any regular employee, other than during the New Hire Period, for the resolution of any disagreement or problem arising out of IAIA's policies, procedures or actions as they apply to the employment relationship. IAIA's philosophy is to resolve these issues and concerns in a timely and objective manner.

The grievance process will be kept confidential and all communications, documents and records relating to a grievance will be kept in a separate file and maintained by the HR Manager.

Employee concerns and grievances should be clarified and resolved at the earliest possible time and at the administrative level closest to the nature of the concern.

### **1. Human Resource Office**

The Human Resource Office will act in an advisory capacity as a resource for any employees who request guidance on correct use and procedures of the Grievance Process.

### **2. No Retaliation**

IAIA is committed to the view that employees are entitled to pursue a without fear, restraint, intimidation, interference, discrimination or reprisal. There will be no retaliation against any employee who files a grievance, or who participates in good faith in any aspect of the grievance process.

### **3. Matters Not Subject to Grievance**

The following matters may not be grieved under this policy:

- a. A grievance that is not brought within ten (10) working days of the incident that gave rise to the grievance;
- b. A Verbal Reprimand issued under the Corrective Action Policy;
- c. The discretionary act(s) of professional judgment relating to the evaluation of the work performance of any employee by his/her supervisor;
- d. Claims of discrimination or sexual harassment, which must be brought under other sections of this Manual;
- e. Employment decisions such as a discharge or refusal to reemploy for which a separate procedure or remedy is provided under IAIA policy;
- f. Problems or violations caused by some person, agency or authority other than an IAIA employee or where IAIA is powerless to provide an effective remedy;
- g. Final decisions rendered by the President as the last step of the Grievance Policy or final decisions made by the Grievance Panel should the President decline to render a decision.

### **4. Steps in the Grievance Process**

The grieving employee, "grievant", will be responsible for complying with the requirements of each step. Failure by the grievant to initiate a step in the time and

manner described below will be considered acceptance of the proposed resolution and the grievance will be concluded.

**i. Step One: Resolution with Immediate Supervisor**

The grievant is encouraged to attempt to resolve the matter through his or her immediate supervisor and the supervisor of the employee against whom the grievance is directed. If resolution is not attained within ten (10) business days at this level, the grievant is instructed to raise the matter to his/her Cabinet Management Member in writing. In cases where the immediate supervisor is the Cabinet Management Member the complaint should be filed with the Chair of the Grievance Panel (Step Three). The employee and his/her immediate supervisor should make every effort to reach a resolution at Step One.

**ii. Step Two: Resolution with Cabinet Management Member**

If the matter is not resolved in Step One, the grievant may initiate this step by delivering a written statement to their Cabinet Management Member within five (5) business days of the conclusion of Step One.

The Cabinet Management member will review the statement and meet with the grievant in an effort to resolve the matter. The meeting will take place within five (5) business days after receipt of the written statement by the Cabinet Management Member. The grievant and the employee against whom the grievance is directed will have the right to submit written statements and other information. The Cabinet Management Member will, within ten (10) business days after the meeting, render a written decision.

**iii. Step Three: Resolution with Grievance Panel**

If the matter is not resolved in Step Two, the grievant may initiate Step Three by delivering a written statement to the Chair of the Grievance Panel within five (5) business days of receiving a written decision through Step Two or at the conclusion of Step One where the immediate supervisor is the Cabinet Management Member.

The Grievance Panel will review information and meet with the grievant and other persons involved, as the panel deems appropriate, in an effort to resolve the matter. The meeting will take place within five (5) business days after receipt of the written statement by the panel. The grievant and the employee against whom the grievance is directed will have the right to submit written statements and other information and call witnesses. The Grievance Panel will, within five (5) business days after the meeting, render a written decision.

If the grievant's supervisor is a member of the Grievance Panel, or if the panel member is found to be involved with the particular grievance in a way that creates a conflict of interest, the panel will bring in a replacement member to hear the grievance.

If the grievant is not satisfied with the written decision at Step Three, he/she may make a final appeal of the matter in writing to the President.

#### **iv. Step Four: Appeal to the President**

The grievant must deliver a notice of appeal in writing to the office of the President within five (5) business days after his/her receipt of the Grievance Panel's written decision or after the decision was due to initiate Step Four.

The President will review any file on the matter and may or may not meet with the grievant and any other individuals deemed by the President to be appropriate for a fair resolution of the grievance.

After reviewing the file, the President may or may not decide to render a decision. If the President decides not to render a decision, the decision of the Grievance Panel will be the final resolution to the grievance.

#### **5. Misuse or Abuse of the Grievance Process**

Misuse or abuse of the grievance process may be, but are not limited to:

- a. Grievances intended to harass another person
- b. The repeated submission of frivolous grievances.

Employees found by the Grievance Panel to be misusing or abusing the grievance process may be subject to limitation.

#### **6. Selection of the Grievance Panel**

The Grievance Panel will consist of three (3) members drawn from the Cabinet, Director level management or Faculty Chair level academic staff at IAIA. At least two of the panel members will not be in the direct line of supervision of the party bringing the grievance. Membership terms will be set at the beginning of the calendar year for the entire year by the President. The Grievance Panel Chair of each Panel will be selected by the serving members of the Panel. Panel membership will rotate, with members serving for one (1) academic semester. Should a grievance process extend past the term of membership, Panel members will continue to serve until a decision is submitted.

Should a grievance be brought against a serving Grievance Panel Member, a substitute Panel member from the next scheduled rotation will be selected and brought in to hear the grievance.

To: Dr. Robert Martin  
From: Patsy Phillips  
Date: April 25, 2016  
Subj: Quarterly Board Report

### **Strategic Theme 1: Improve Student Success**

#### **1.1 Increase involvement of all IAIA stakeholders in student success**

Patsy Phillips (Museum Director) is teaching a Museum Studies required course this semester titled, Museum Practicum.

#### **1.5 Develop student leadership skills**

Tatiana Lomahaftewa-Singer (Curator of Collections) and John Joe (Registrar) worked with the following students in collections this quarter: Stephanie Stewart, IAIA Student, Museum Studies; Erika Knecht, IAIA Exchange Student/Germany, Museum Studies; Samantha Stewart, IAIA Student, Museum Studies.

All staff provides one-on-one mentorship and workshops to IAIA classes on documenting, shipping and handling works of art and museum studies. Specifically, Thomas Atencio (Security & Facilities Manager) spoke to my museum class about security in museums and John Joe spoke to the class about Registration.

### **Strategic Theme 3: Build College Community**

#### **3.3 Implement a faculty and staff professional development plan**

Museum staff identify each year a professional development training or conference to attend. In April, Security & Facilities Manager, Thomas Atencio attended, "Connecting the World of Security" in Las Vegas, Nevada. Curator of Collections, Tatiana Lomahaftewa-Singer will attend American Alliance of Museums Conference in D.C. in May to participate in "Direct Care Conversations" for collections.

#### **3.4 Bring students, faculty, and staff together in campus-centric activities**

The IAIA community is invited to attend all MoCNA public programs, receptions and openings. See list of events below for this quarter.

#### **3.5 Promote health, wellness, and safety for all members of the campus community**

Several days a week, some museum staff walk 30 minutes for their health during the work day either in pairs or individually.



## **Strategic Theme 4: Advance Contemporary Native Arts and Culture**

### **4.1 Expand collaboration between the Museum, academic and student support programs**

James Lujan (Taos Pueblo), Kahlil Hudson (Tlingit/Haida), Craig Tompkins, and Mats Reiniusson, a dynamic team of faculty including award-winning filmmakers, worked with museum staff to open the Student Filmmaker Showcase which runs from February 15 - July 31, 2016. Starting in mid-February this screening presents a mix of new films and award-winning past work from current students and recent graduates which span the storytelling spectrum of live action drama, documentary and animation. The talent and energy expressed by the IAIA students signal an exciting future for Native cinema.

Lara Evans, Museum Studies Department, regularly organizes public programs at MoCNA for visiting IAIA (A-I-R) residents. This quarter, the Museum hosted: Joe Feddersen (February); Jonathan Thunder (March), Natalie Ball and Rory Wakemup (April)

Amber-Dawn Bear Robe (IAIA visiting faculty) curated and students installed the BFA Exhibition: *Groundbreakers*, the annual BFA show which runs from Thursday, April 7 – Saturday, May 14, 2016. This year's exhibition celebrates the class of 2015-16 and showcases a diversity of styles that combine traditional skill with contemporary vision. These artists represent the future of Native art, charting a path for others to follow. The wide-range of works selected by an esteemed jury includes photography, painting, sculpture, installation, printmaking and jewelry.

Evelina Lucero and students held a BFA Creative Writing Event called, *Lupercalia: A Poetry Reading* at the museum on Saturday, February 13, 2016.

### **4.2 Implement Museum Docent and Volunteer programs**

Phillips has met with three individuals who are interested in establishing a Docent and Volunteer program for the museum: Beezy Bing, Chris Kemper and Agnes Koury. They are all three well-established hard-working volunteers. Agnes developed the volunteer program for the National Museum of the American Indian in Washington, D.C. and has relocated to Santa Fe. The next step will bring them together to discuss a plan to establish this program. Phillips will remain closely involved in developing a Docent and Volunteer Program until it's established.

### **4.3 Advance scholarship and dialogue on indigenous arts and culture**

The National Museum of the American Indian Chairwoman Brenda Pipestone invited Phillips to participate and present at NMAI's Inaugural Strong Women

Strong Nations: Native American Women & Leadership Symposium for Women's Month, March 18, 2016. The NMAI honored Phillips and other Native women for their contributions and advancement of Native peoples. As the only art presenter, Phillips discussed MoCNA's work and specifically the work in support of Native women in the arts.

Phillips participated in the Rasmuson Foundation's program to fund the arts in Alaska as a reader of artist's grants. Located in Anchorage, Alaska, she along with other national panelists selected 35 out of over 400 applications.

#### 4.4 Grow the IAIA collection

At a luncheon with Phillips, Romona Scholder recently verbally committed to donating: "Red #5", 80"x60" 1994. Romona restated that she will donate one large painting per year until her passing at which time IAIA will receive her estate, all but one. The National Museum of the American Indian has made a request for a specific painting. Phillips and Scholder meet regularly for lunch and have developed a friendship.

The Acquisitions Committee accepted the following works for the permanent collection:

Accepted on February 15, 2016 works by Rick Bartow who passed April 2, 2016 due to complications from congestive heart failure. Donation: All works by Rick Bartow, Gift of the Artist, Portland, OR (Deed Pending). Rick Bartow, Untitled, print, ink on paper, n.d., 9" x 8.5"; Owl, drawing, pastel, pencil on paper, n.d., 7.5" x 9"; Untitled, drawing, pencil, pastel on paper, 1984, 6.5" x 7.5"; Untitled, drawing, pencil, pastel on paper, 1984, 8.5" x 10.5"; Untitled, print, pencil, watercolor on paper, 1981, 14" x 10"; Untitled, drawing, pencil, charcoal on paper, 1983, 11" x 12"; Untitled, drawing, pencil, pastel on paper, 1983, 11" x 12"; Untitled, drawing, pencil, pastel on paper, 1983, 11" x 12"; Untitled, drawing, pencil, pastel on paper, 1981, 13.5" x 12"; *Watches the House*, drawing, charcoal, pastel on paper, 1993, 26" x 40"; *Inside Joke*, drawing, charcoal, pastel on paper, 1992, 26" x 40"; *Spirit Chant*, drawing, watercolor, pastel on paper, 2008, 44" x 30"; *Icarus 10*, drawing, pastel, charcoal on paper, 2008, 44" x 30"

Accepted on March 23, 2016: Donation: 2 works on paper, Gift of Bruce Norman, Taos, NM (Deed Pending). Ray Henry Vike, *Raven & Whale*, ed. 121/150, graphic print, 1979, 32" x 25 1/4" (framed). Dick Estella, *Sea Monster*, ed. 23/150, graphic print, 1976, 20" x 25" (framed). Donation: 7 pottery bowls, Gift of Barbara J. Grose, Brookline, MA (Deed Pending) Marie and Santana Martinez, Blackware Salad Bowl Set (1 large bowl and 6 small bowls), clay, ca. 1940, various dimensions. Donation: 1 painting, Gift of Ken Rugg, Santa Fe, NM (Deed Pending) Richard Benally, Untitled, acrylic, charcoal and pastel on paper, 1993, 20" x 15 1/2" (framed). Donation: 4 works of art, Gift of Gayle and Keith Basso, Arizona (Deed Pending). Delmar Boni, Untitled, sculpture, Styrofoam, plaster and

paint, ca. 1978, 52" x 25". Delmar Boni, Untitled, painting, oil on canvas, ca. 1978, 30" x 24". Delmar Boni, Untitled, painting, oil on canvas, ca. 1978, 36" x 24". Delmar Boni, Untitled, painting, watercolor, oil on paper, ca. 1978, 22 ½" x 16"

#### 4.5 Engage with indigenous communities world-wide

Andrea Hanley (Program Manager) curated the exhibition Akunnittinni: A Kinngait Family Portrait: Pitseolak Ashoona (1904-1983), Napachie Pootoogook (1938-2002), and Annie Pootoogook (1969- ) of prints and drawings from Kinngait (Cape Dorset) opened January 23, 2016. The exhibition is currently down for the BFA installation, but will reopen May 20 thru December 31, 2015. Kinngait is a remote Arctic community located on Dorset Island near Foxe Peninsula at the southern tip of Baffin Island in the Qikiqtaaluk Region of Nunavut, Canada. This exhibition chronicles a visual dialogue between an Inuk grandmother, mother, and daughter.

Per Loren Kieve's request to collaborate or partner with Cuban Nationals, Phillips is in conversation with Cuban Stuart Ashman, President and Chief Executive Officer of Museum of Latin American Art in Los Angeles to connect with the Havana Art College for a potential collaboration with the Institute of American Indian Arts.

#### 4.6 Strengthen the connection between the College, its Museum, and the larger Santa Fe community

In its 3rd year, MoCNA's Social Engagement Residency Program, Managed by Andrea Hanley, is an important example of partnerships with local, national and international organizations and museums. Supported through the Artist Leadership Program for Museums and Cultural Institutions at the National Museum of the American Indian (NMAI), Smithsonian Institution, MoCNA is a catalyst for artists to generate community dialogue and dynamic experiences. National and local artists selected for this residency are required to work directly with the Santa Fe community of their choosing and to meet with two local museums to view their collections. The MoCNA Social Engagement Residency realizes socially engaged art projects that celebrate and engage the vibrant community that IAIA, MoCNA and Santa Fe community have to offer for ten days in April and May of 2016. Confirmed artists for this period are Heidi Brandow and Rose Simpson (April 26 to May 5) and Black Horse Lowe and Jake Meders (May 23 to June 1).

Culture Connects – Phillips attended a community meeting of Santa Fe cultural leaders for a special gathering as part of Culture Connects: Santa Fe. This engaging and informative invitation-only event was intended to foster conversation and learning about Santa Fe's culture. The event was hosted by JoAnn Balzer, Chair of Santa Fe's Cultural Affairs Working Group, and Jamie

Clements, CEO and President of the Museum of New Mexico Foundation, and is a larger initiative established by Mayor Javier Gonzales.

### **Strategic Theme 5: Expand Capacity as a 1994 Land Grant Institution**

#### **5.3 Provide programming to Native youth**

Now in its 3<sup>rd</sup> year, Andrea Hanley manages Museum Family Day. Families with children are invited to participate in art-making activities that highlight contemporary Native arts. Programs are geared towards K - 5.

Fatima Garcia, Santo Domingo Pueblo, senior at Santa Fe Indian School served an eight month (October 2015 to May 2016) residency at the museum. Fatima works closely under Andrea Hanley's mentorship/direction.

To: Dr. Robert Martin, President  
From: Charlene Teters, Academic Dean  
Date: April 25, 2016  
Subj: Quarterly Board Report  
With input from Library Director Valerie Nye; JoAnn Bishop, Director of Fitness & Wellness; Performing Art Department Chair

## **Strategic Theme 2: Strengthen Academic Programs**

### **2.1 Develop and promote an indigenous assessment model**

Project 1: All departments will assess one department-learning outcome this academic year.

These departments have used our Indigenous/community based model to assess one department-learning outcome, Indigenous Liberal Studies, Museum Studies, Performing Arts and the Library. All other Departments will use an Assessment Project Template to record their work this year. 40%

Project 2: Faculty Assessment – The library is assessing faculty perceptions of the library this year. An initial survey has been sent out to faculty and will conclude this fall. On February 23 the library was the subject of an assessment discussion using IAIA's new assessment method. The discussion has been transcribed and is currently being analyzed. 80% complete

### **2.6 Continue developing a Performing Arts program**

Project 1: The full-length, original, devised ensemble student performance Nations of the Moon, inspired by faculty member Annie McDonnell's research on coastal wolves, won second part at AIHEC. Performing Arts also hosted the production Sliver of a Full Moon with performers from Yale, IAIA, and Albuquerque. Performing Art department conferred the inaugural Lifetime Achievement Award in the Performing Arts to Daystar Rosalie Jones. 80%

## **Strategic Theme 3: Build College Community**

### **3.1 Implement the Climate Action Plan with campus-wide involvement**

Project 1: Library Printers – Library patron's print approximately 6000 pages of paper a month during the semester. The library purchased new printers in Fall 2015. The new printers allow library users to print on two sides of a page. The new printers will save paper, and will reduce the library's paper expenditure by nearly half. 100%

Project 2: Archives Shelving – The IAIA archives is engaged in a multi-year project to maximize the space available for IAIA historic records. The ceiling was raised 20 inches in June 2015 and the project continues through the fall 2017. The new shelving will increase the storage space for records by approximately 20,000 linear feet. The

construction project and new shelving will allow for approximately 10 years of archives record growth. 50%

### 3.3 Implement a faculty and staff professional development plan

Project 1: Assessment Academy.

Associate Professors, Lara Evans and Stephen Wall presented our community based assessment Project at the HLC conference in Chicago to Tribal Colleges. Associate Professor Jeff Kahm will represent the Faculty as part of the Persistence and Completion HLC academy in Chicago this May. 40%

Project 2: Faculty Mentoring. Develop a network that meets quarterly to help faculty members enhance their knowledge through mentoring. 20%

### 3.4 Bring students, faculty, and staff together in campus-centric activities

Project 1: Faculty Assistant will manage and share a campus events calendar of each week. By using the calendar invites associated with an event. This project has not made much progress due to staff changes in the Assistant to the Faculty position and is still vacant. 10%

## **Strategic Theme 4: Advance Contemporary Native Arts and Culture**

### 4.3 Advance scholarship and dialogue on indigenous arts and culture

Project 1: NEH Grant for Archives – The archives was awarded an NEH grant to rehouse four photographic collections between January of 2015 and June 30, 2016. To date, the focus of the project has been on rehousing, arranging, and describing some of the 3,000 4x5 negatives from the Kay Wiest Collection, which document student life at IAIA in the 1960s and 1970s as well as a portion of the approximately 12,400 35mm slides of art made by IAIA students and other prominent Native artists. These slides have been collected over the past 40 years and were previously stored in an old card catalog. The slides are being rehoused into polyester slide sleeve pages and inserted into artist files located in MS-14 for easy reference. 60% complete.

Project 2: Archives Basement Inventory - The basement storage underneath the library contains approximately 350 cubic feet of unprocessed records. To date, we have inventoried, in the order in which they were acquired, 19 cubic feet of records pertaining to the curators and exhibitions from the 1980s through the mid-2000s. 80% complete.

Project 3: Lloyd Kiva New – Ryan is working with Mrs. Aysen New to add material to the Lloyd Kiva New papers in the IAIA archives. Ryan has completed the following projects in relation to Lloyd Kiva New: He published Sound of Drums (a book about New's life and work), he co-curated three exhibitions at MoCNA that opened in January, he continues to work on the content for Lloyd Kiva New and the Contemporary Native

Art Movement to be offered in Fall 2016, and he continues to collaborate with ILS on the Lloyd Kiva New Centennial Convocation in October 2016. 95% complete.

#### **Other news:**

#### **Faculty highlights**

##### **Associate Professor, Daniel Banks**

- Performing Arts awarded a Lifetime Achievement Award in the Performing Arts to dancer/choreographer Daystar Rosalie Jones who taught at IAIA in the 1960s and was Chair of Performing Arts in the '90s. Daystar is the one of the originators of the contemporary Native American Dance movement and worked with Jose Limon.

##### **Associate Professor, Lara Evans,**

- Lara manages the Margaret A Cargill grant and coordinated the Master Artist in Residence program, it is a welcome addition to campus life. The MAC grant also supports the the Sculpture and Foundry Program and the Student Internship Program.
- Lara participated in the HLC Conference in Chicago this year and was part of the panel that presented the Indigenous Assessment concept to the tribal colleges.

##### **Associate Professor, Jeff Kahm,**

- Culture Shift: Contemporary Native Art Biennial. Invitational exhibition, Art Mur Gallery, Montreal, Quebec
- Jeff Kahm | Recent Paintings, Chiaroscuro Gallery, scheduled for June 2016. Santa Fe, NM
- Exhibition scheduled for September 2016. William Havu Gallery: Denver, CO

##### **Assistant Professor, Linda Lomahaftewa**

- Will be working with Ryan Flahive to record and archive materials related to her long career at IAIA throughout the 2016-2017 academic year.

##### **Associate Professor, Anne McDonnel**

- She is creating a database of interviews – Indigenous narratives of climate change
- The Art of Change: Indigenous Peoples for Climate Justice opened in April.

##### **Assistant Professor, Porter Swentzell**

- is continuing in the Pueblo Doctoral Program through ASU.

##### **Assistant Professor, Craig Tompkins**

- Completed an independent contract with NASA ITC-1 Directorate to support the annual Simulation Exploration Experience event in Liverpool, England, UK.

##### **Associate Professor, Steve Wall.**

- was a discussant in a panel at the Comparative and International Education. Assistance Professor, Porter Swentzell and 4 students also participating in the CIES conference. While in Canada they met with University of Victoria Indigenous Governance graduate program faculty, staff and students.
- Indigenous Liberal Studies (ILS), hosted the Indigenous Intervention March 30 - April 1. This year's topic was "Indigenous Narrative" and had 14 panels with approximately 45 presenters. Stephen Fadden and Luci Tapahanso were the two keynote presenters.

- ILS has started its Indigenous Assessment project, looking at three 100 level courses that are offered as Gen Ed options and one 2 hundred interdisciplinary course.
- Steve participated in the HLC Conference in Chicago this year and was part of the panel that presented the Indigenous Assessment concept to the tribal colleges.

#### **Instructional Design & ePortfolio Manager, Russel Stolins**

- Named Managing Editor of the [AAEEBL ePortfolio Review](#) (March 2016)
- Created an analytic scheme for the accessibility review of new and existing IAIA courseware ([Link to example](#))
- Supported Museum Studies making a course accessible for a visually-impaired student
- Introduced [a video robot \(Swivl\)](#) to facilitate recording class sessions and lectures by faculty
- Developed 70 pages of custom Blackboard training and reference materials ([Example Module](#))

#### **Fitness Coordinator, JoAnn Bishop**

- Coordinated Lunch & Learn with Randy Neumann, “Common Medical Emergencies”, presented once for staff and again for faculty
- Men’s Archery team took third place at the AIHEC competition
- Designed and posted a short survey to obtain student input into the Fitness Center.
- Created a 2016 Food Day planning committee



To: Dr. Robert Martin  
 From: Nena Martinez Anaya  
 Date: April 25, 2016  
 Subj: Quarterly Board Report

## Strategic Theme 1: Improve Student Success

### 1.2 Increase enrollment; improve retention and completion

Below are the percentage increases/decreases since Fall 2012 and enrollment goals for Plan 2020-(**bolded**). IAIA has been on an upward continuum of growth while averaging about **8.6%** of growth for the Fall semesters and **8.5%** for the Spring semesters.

When Plan 2017 Enrollment Goals were established, we knew these goals were a stretch but continued to make progress. Also, in order to reach 700 FTE by Fall 2017, we would need to increase FTE by **29%** for Fall 2016 and **15%** for Fall 2017, (an average of **22%** increase for each year) which are large percentage increases so we have realigned our enrollment goals for Plan 2020 to still reach 700 FTE, but by the year 2020. These new goals are more attainable, but will still be challenging to achieve as the economy improves and enrollment across the country decreases.

Fall Semesters	FTE	FTE	FTE % +/-	2017 Goal	
FA12-FA13	325	344	5%		
FA13-FA14	344	393	14%		
FA14-FA15	393	422	7%		
<b>FA15-FA16</b>	<b>422</b>	<b>500</b>	<b>18%</b>	600	<b>29%</b>
<b>FA16-FA17</b>	<b>500</b>	<b>550</b>	<b>9%</b>	700	<b>15%</b>
<b>FA17-FA18</b>	<b>550</b>	<b>600</b>	<b>9%</b>		
<b>FA18-FA19</b>	<b>600</b>	<b>650</b>	<b>9%</b>		
<b>FA19-FA20</b>	<b>650</b>	<b>700</b>	<b>9%</b>		

Spring Semesters	FTE	FTE	FTE % +/-
SP12-SP13	303	295	-3%
SP13-SP14	295	344	16%
SP14-SP15	344	382	11%
SP15-SP16	382	420	10%
<b>SP16-SP17</b>	<b>420</b>	<b>450</b>	<b>7%</b>
<b>SP17-SP18</b>	<b>450</b>	<b>500</b>	<b>9%</b>
<b>SP18-SP19</b>	<b>500</b>	<b>550</b>	<b>9%</b>
<b>SP19-SP20</b>	<b>550</b>	<b>600</b>	<b>9%</b>

We continue to utilize our enrollment strategies to increase enrollment and improve retention while we have seen the trend of declining enrollments from many colleges and universities nationally for the past four years. We plan to continue to grow enrollment

but are aware that college enrollment nation-wide is declining. According to the *Higher Education* publication by: Jon Marcus (December 16, 2015) he writes:

“According to the *National Student Clearinghouse Research Center*: In all, U.S. University and college enrollment has fallen 6 percent in the last four years, even as policymakers push to increase the proportion of the population with degrees.”

Also, according Doug Lederman from *Inside Higher Ed* (December 2015):

“Only 14 states experienced increases in enrollments from fall 2014 to fall 2015, and only four saw rises of at least 2 percent: Arizona (2.9 percent), Nebraska (2.1 percent), New Hampshire (11.0 percent) and Utah (8.7 percent). Eight states, meanwhile, experienced declines of at least 4 percent: Florida (-4.3 percent), Hawaii (-4.4 percent), Illinois (-4.0 percent), Iowa (-4.8 percent), Kentucky (-4.3 percent), Montana (-4.4 percent), **New Mexico (-6.3 percent)** and West Virginia (-5.1 percent).”

A more attainable goal to reach 700 FTE would be to spread this goal out to the year 2020 with an average growth of **11%** growth for Fall and **8.5%** average growth for the Spring semesters. Both percentage increases for Fall/Spring are still very substantial goals where we will need to increase enrollment with on-line programs and off campus enrollment.

#### Project One: Strategic Enrollment Management Plan updates:

- Regularly communicate the enrollment goals to all stakeholders and revisit/reaffirm them on an annual basis. 55%
- 2. A. Implement Empower recruitment and admissions functions.  
-Empower Task Force has been working on implementing the automated application and communications timeline. 100%
- 2. C. Refresh and revamp the IAIA website to focus on prospective students.  
-IAIA has hired a Marketing/Communication Consultant to assist with a Marketing Plan that will also cover the website. Eric Davis has completed the implementation of the new website. 100%
- 3. A. Review all application and admission procedures and eliminate those that do not impact a significant number of admissions decisions. 90%
- 3. B. Eliminate faculty involvement in admission decisions in cases where the student clearly meets IAIA admission standards. Utilize faculty only in cases where students are “on the bubble” and for whom there is a judgment call to be made. 25%
- 5. A. Refine and limit plans to involve faculty and alumni in recruitment travel. Instead identify key points in the recruitment process where faculty and alumni can be most useful, making maximum use of their expertise and time. 60%
- 5. B. Reduce recruitment travel to only the locations and events where IAIA’s presence is absolutely required. 100%
- 5. C. With the reduction in travel, redirect recruiter time to e-communications and phone calls to prospective students. 100%  
-This is now operational and the Admissions Counselors are in close communication with prospective and accepted students.

- 7. A. Continue and enhance IAIA's new marketing initiatives to emphasize its distinctiveness as an institution focused on Native arts. The Admissions Director, Mary Curley works closely with Eric Davis to promote the "I am IAIA" marketing plan. 60%-
- 7. B. Maintain the focus of academic programs on Native arts. 50%
- 7. C. Revise the website to focus on prospective students as the primary target market, with well-defined links to gateway pages for IAIA's many other important stakeholders, including faculty, staff, alumni, and parents. 100%
- 8. A. Adopt a differential tuition model, reducing subsidies to non-Native students. 0%
- 8. B. Develop a plan for reinvesting added tuition revenue in SEM initiatives, such as hiring a new Communication Specialist in Admissions, as well as other institutional priorities. 100%

**IAIA Strategic Enrollment Management Action Teams** have been identified from the Strategic Management Committee to immediately assist with the pressing issues preventing increased enrollment. This is a campus-wide initiative to include IAIA members from all areas. Each "Action Team" will develop and undertake at least one new recruitment or retention activity before the end of the Fall 2015 semester. (Each team will write a report to the committee at the end of the semester, to include:

#### **Progress made on Action Teams**

##### **Scholarship Committee Action Team 100%**

The team includes: Larry Mirabal, CFO, Alex Shapiro, IA Director and Nena Martinez Anaya, Chief Enrollment/Recruitment Officer and the following recommendations have been approved by the President's Cabinet (SEM Committee) and will be in effect for fall 2015.

- **Campus Housing**: Students who stay in IAIA campus housing may not choose a single room unless they can demonstrate financial capacity.
- **Meal Plan**: Allow all students in IAIA campus housing – including freshman – the option of choosing the 14-meal plan. (Currently, freshman living on campus must choose the 19-mean plan.)
- **Work/Study**: For incoming freshman, waive the GPA requirement for work/study or student worker positions. Continue to require a 2.0 GPA minimum for sophomores, juniors, and seniors.
- **CIB Scholarships**: For incoming freshman, waive the GPA requirement for CIB scholarship awards. Continue to require a 2.0 GPA minimum for sophomores, juniors, and seniors.
- **Merit Scholarships**: For the \$1,000 merit scholarships, change the minimum required cumulative GPA from 4.0 to 3.9.
- **Retention/Recruitment Scholarships**: Each year, set aside some discretionary scholarship funds to be used strategically by Enrollment Management and Student Success to enhance recruitment and retention rates.
- **Emergency Fund**: Expand the funds available for the student emergency fund to help enhance retention rates.

#### CEU (Continuing Education Unit) Action Team

- The Team will be led by Laurie Logan Brayshaw, Programs Director. 100%

#### Marketing Action Team

- Charlene Teters, Eric Davis and Nena Martinez Anaya are regularly meeting to determine the next steps to increase advertisement and enrollment at Higher Education Center. An alternative academic calendar has been proposed and drafted by Nena Martinez Anaya to offer accelerated class-time to conform to the “non-traditional” students at HEC. This draft project will continue to be reviewed this summer for the Fall 2016/Spring 2017 academic year in conjunction with President Martin. 50%

#### Online Programs Action Team

- This team met on April 21, 2016 to include Ellen Shapiro, Jessie Ryker-Crawford, representing the Museum Studies/Native American Art History programs, Charlene Teters, Eric Davis, Mary Curley and myself to work on strategies to increase enrollment for the online programs for the Fall 2016 semester. The goal is to increase online-certificate programs to 50 FTE. We will meet continuously throughout the remainder of the semester and summer. 50%

#### Offsite Teaching Action Team

Mary Curley, Admissions Director has led the partnership with CNM in Albuquerque. Both Mary and I met with CNM Administrators on March 14, 2016 to discuss the initiatives moving forward to build on the relationship between IAIA and CNM. This project is now operationalized and the responsibility of the Admissions Director and the Chief Enrollment/Retention Officer. 100%

#### CNM-Central New Mexico Community College

- Central New Mexico Community College Fine Arts Partnership- In partnership with IAIA, CNM will offer *ART 301- Writing About Art* in Fall 2016 semester at CNM main campus and will be taught by CNM Faculty Danielle Miller. Promotion of this partnership and course have been ongoing. 100%

#### Dual Credit Action Team

- Mary Curley, Admissions Director has led the partnerships with the high schools for the Dual Credit Programs for the 2016-2017 academic year- Established new partnerships and signed MOA's for Academic year 2016-2017 with Tierra Encantada Charter School, Central Consolidated Schools District, and Albuquerque Public Schools. Potential partnerships with Zuni High Schools, Pojoaque Valley High School District and Rio Rancho Public Schools. Current partnerships with Bernalillo High School, Espanola Valley High School, Native American Community Academy,

Santa Fe Indian School, Santa Fe Public Schools, and Walatowa Charter School, Academy for Technology and the Classics, and New Mexico School for the Arts will be maintained for academic year 2016-2017 and finalizing course offerings for Fall. The Academic Department will need to develop policies/procedures to ensure compliance with HLC/NASAD guidelines on Dual Credit. 100%

Empower Action Team

- This team is led by Dr. Bill Sayre. 100%

Additionally: Office of Admissions & Recruitment

Fall 2016 Admission status as of 4/19/16:

Application Type	Fall 2016		
	Total Applications	Incomplete Applications	Accepted
New Freshman	314	187	<b>127</b>
Transfer	27	27	8
Graduate	37	7	34
International	5	4	1
Readmit	10	5	5
Certificate	16	8	1
Non-Degree	1		1
<b>TOTAL</b>	<b>410</b>	<b>238</b>	<b>177</b>

FALL 2016 by Program

Program	Associate	Bachelor	MFA	Certificate (in person)	Certificate Online
Museum Studies		5	32	1	1
Creative Writing	4	8			
Indigenous Liberal Studies	11	11			
Cinematic Arts & Technology	10	13			
Studio Arts	34	43			
Business & Entrepreneurship				3	
Native American Art History					
Non-Degree					1

- States covered during recruitment for Spring 2016- South Dakota, Montana, Colorado, Arizona, Oklahoma, California, Washington, Minnesota, Nebraska, Wisconsin and Utah.
- Accepted 33 out of 35 MFA Low Residency applicants- 2 have declined offer- for Fall 2016. Still accepting applications for Low Residency and Residency Only. All applications and documents will be submitted to OAR for processing. Jon Davis will follow up with any program questions and review completed application.
- Summer Bridge Program- updated website, handout information and notified students, schools and communities the program is accepting applications. Currently have 17 applications. Developed scoring rubric for review and acceptance. April 30, 2016 is priority deadline.
- Hired a new Admissions Specialist, Raquel Covarrubias as of April 4, 2016.

### **Recruitment Events**

- February 20- Albuquerque Public Schools Indian Education College Planning (Albuquerque, NM)
- February 23- Jemez HS College/Career Fair (Jemez Valley, NM)
- February 24- Dine College Transfer Fair (Tsaile, AZ)
- February 24- Choctaw Nation Career Expo (McAlester, OK)

### **MARCH**

- March 1- SFCC Transfer Fair (Santa Fe, NM)
- March 3- Tohono O'odham Nation College Fair (Sells, OK)
- March 8- Central NM CC Transfer Fair (Albuquerque, NM)
- March 9- SIPI Transfer Fair (Albuquerque, NM)
- March 10- Central NM CC Westside Transfer Fair, (Rio Rancho, NM)
- March 14-16- AIHEC Conference (Minneapolis, MN)
- March 16-18- Minneapolis recruitment in area
- March 15- NMSU- Grants Transfer Fair (Grants, NM)
- March 16- Navajo Preparatory College Fair (Farmington, NM)
- March 16- Shonto Spring Fling (Shonto, AZ)
- March 17-19- Native American Literature Symposium (Isleta, NM)
- March 22- SFCC Transfer Fair (Santa Fe, NM)
- March 23- White Mountain Apache College Fair (White Mountain, AZ)
- March 28-April 2- Recruitment in Wisconsin Area
- March 30- Tuba City College Fair (Tuba City, AZ)
- March 30- Dine College Tuba City Transfer Fair (Tuba City, AZ)
- March 30- Navajo Technical University Transfer Fair (Crownpoint, AZ)
- March 31-April 1- Indigenous Narrative Conference (Albuquerque, NM)

### **APRIL**

- April 1- Gallup County College Fair (Gallup, NM)
- April 1-2- Wisconsin Indian Education Association Conference (Madison, WI)
- April 5- Northland Pioneer College Transfer Fair (Showlow, AZ)
- April 6- Northland Pioneer College Transfer Fair (Winslow, AZ)
- April 6- Navajo Technical University Transfer Fair (Chinle, AZ)

- April 5-9- Recruitment Travel in South Dakota and Nebraska Area
- April 9- Native American Youth Leadership Day (Phoenix, AZ)
- April 13- Southern Ute College Fair (Ignacio, CO)
- April 14- Mesa Community College Transfer Fair (Mesa, AZ)
- April 16- Rocky Mountain Associate for College Admission Counseling Fair (Tucson, AZ)
- April 17- Rocky Mountain Associate for College Admission Counseling Fair (Tempe, AZ)
- April 19- Gila River College Night (Gila River, AZ)
- April 20- Los Lunas School District Parent Meeting (Los Lunas, NM)
- April 20- Los Lunas High School Juniors Meeting (Los Lunas, NM)
- April 20- Hopi College Fair (Hopi, AZ)
- April 20- Jemez Pueblo College Fair (Jemez Pueblo, NM)
- April 21- Mountain Ute College Fair (Towac, CO)
- April 22- Native American Youth Summit (Albuquerque, NM)
- April 23- Central Phoenix HS Parent Culture Day (Phoenix, AZ)
- April 24- Rocky Mountain Associate for College Admission Counseling Fair (Denver, CO)
- April 25- San Carlos High School Career Fair (San Carlos, AZ)
- April 29- Gathering of Nations Powwow (Albuquerque, NM)

## **Campus Visits**

### **Individual Tours-21**

#### **Group Tours:**

- February 24- Santa Fe Community College students/advisors, 8 people
- February 26- Little Singer Community School, 8 people
- March 15- Santa Fe Indian School, 8 people
- March 24- Friends of Indian Art, 60 people
- March 29- Twin Buttes High School, 20 people
- March 31- El Reno High School, 12 people
- April 1- Shiprock High School, 10 people
- April 6- Riverside Indian School, 30 people
- April 26- Culture Club Santa Fe Indian School, 10 people
- April 26- Piedra Vista High School, 40 people
- April 28- Blackfeet Community College, 10 people
- April 28- IERC Education Site
- April 28- Pinon Unified School District
- April 29- Navajo Pine High School, 35 people

### **Recruitment Events for Summer 2016**

- May 2-6- Recruitment in Seattle, WA area
- May 3- SFCC Native American Breakfast Club Meeting
- May 12- Mesa Community College Fair, AZ
- May 20-22- Indigenous Fine Art Market- East- CT- May not attend

- June 12- Sandia Feast Day
- June 24- Ohkay Owingeh Feast Day
- June 30-July 1- Native American Basketball Invitational, Phoenix, AZ
- July 14- Cochiti Feast Day
- July 18-21- Chickasaw Art Academy, OK
- July 20-22- UNITY Conference, OK
- July 20-21- Colorado University- Boulder- Upward Bound Program & Recruitment in Denver Area
- August 2- Jemez Feast Day
- August 4- Santo Domingo Feast Day
- August 18- Santa Clara Feast Day

#### Retention Project One: The Learning Lab

The Learning Lab continues its workshop offerings during spring 2016 and plans to add two more offerings related to procrastination and technology tools for different learning styles. Thus far this spring the Lab has hosted 25 workshops, including 2 new events in support of the Journey Home Internship application process. The Tech Tutor program expansion in the Fall included tutors for the Cinematic Arts department. Tech Tutor appointments thus far this spring are at 35. Overall assessment of the Tech Tutor program will be completed at the end of the academic year. The Student Success Center partnership with the Creative Writing program went well in the fall and continues this spring. All students now have access to the computers there; it adds a space for the Student Success Center to provide quiet testing; and the Learning Lab has begun training the Creative Writing student workers to be peer tutors for writing. This project is another way that the Student Success Center is trying to create bridges with departments around campus for the benefit of our students. The Lab ran another session of the Master Tutor Certificate training program starting week 3 of the spring semester. This training cohort included peer Tech Tutors as well as the new Creative Writing Peer Tutors and was the largest cohort to date, with 10 participants: 3 Learning Specialists and 7 peer tutors. The Student Success Center's offering to include peer tutors in the certificate training will allow these students to have a marketable skill and certification at the end of their work study experience.

#### Retention Project Two: Expand Orientation Opportunity (Thunderbird Days)

The pilot project developed by the Office of Admissions and the Student Success Center to host a series of "Thunderbird Days" this summer went well overall and will continue on select dates throughout the year. Dates for the Spring 2016 and Fall 2016 entry dates are:

- February 15 cancelled due to low registration
- March 2 cancelled due to low registration
- April 29; May 20; June 24; July 22; August 8 are still scheduled

New students who attend obtain an IAIA ID card; get financial aid information; are introduced to IAIA technology; and get registered for courses. The Student



Success Center will continue gathering surveys at the end of each date and an overview of survey results will be reported at the end of the academic year.

Additionally:

Blue Corn Mornings      March 7-11, 2016

May 9-13, 2016

Blue Corn Mornings at IAIA have been in place since 2002. This week-long event provides students with servings of Atole' each day during the weeks of Mid-terms and Finals of each semester. The SSC has been working to improve communication about this event across campus, and has begun to assess the program by implementing a sign-in sheet with comments. Participation in Blue Corn Mornings will be included in the overall activity/program assessment for the department, currently under development.

SP16 Midterm Participant Total: 161 served

Mid-term Attendance: 161

Students: 115; Staff: 32; Faculty: 3; Guest: 11

Finals Attendance: TBA

Retention Project Three: Tracking student use of Learning Lab and their success and persistence toward graduation. This is a longitudinal study and data is being gathered and organized on a per-semester basis.

Spring 2016 data review – Semester totals as of April 20, 2016

- 3 newest specialists completed Master Tutor training certificate
  - Learning Specialist with developmental education experience has been working closely with our students with learning disabilities and also teaching DevEd math and English lab sessions; the Retention Director is also working closely with her to improve supports and tools available to students with learning disabilities.
- One-on-one tutoring sessions:
  - 434 – on track to be the highest total attendance since this tracking system was implemented in fall 2012
- Lab Sessions for 5 Friday Lab sessions (2 ENGL and 2 MATH)
- Tech Tutoring:
  - 35 sessions
- Workshops
  - 4 Scholarship workshops
  - 25 other workshops: time management and various writing workshops
- Direct outreach:
  - Approximately 10 classrooms visited during first week of class spring 2016
  - 2 Study Nights held for midterms, 2 planned for finals; food provided by ASG and space/tutoring provided by SSC

Term	# of One-on-One Student Visits
Fall 2012	337
Spring 2013	315
Fall 2013	440
Spring 2014	417
Fall 2014	326
Spring 2015	363
Fall 2015	473 (highest recorded)
Spring 2016 – as of 4/20/16	434 – on track to be highest recorded

Retention Project Four: Tracking student participation in Talking Circles and how many persist

toward graduation. This is a longitudinal study and data is being gathered and organized on a per-semester basis. The study design is in its first stage, to be reviewed during the spring 2015 semester with support of IR department; this is one of several program assessments that was included in the final Walmart-AIHEC grant report. 70%.

Spring 2016 Totals as of 4/20:

Total: dinner 185/dinner and TC 52

Alumni: 0/0

Seniors: 16/4

Juniors: 62/19

Sophomores: 24/12

First Year: 63/16

Guest: 14/1

Stopped Out student: 0/0

Staff/faculty: 5/0

Data collection is being streamlined for easier longitudinal tracking and during spring 2016 the Retention Director will continue the assessment of the persistence of students attending Talking Circle each semester.

Retention Project Five: Tracking student persistence to graduation based on which *LIBS103 First Year Seminar* they took. This is a longitudinal study and data is being gathered and organized on a per-semester basis. Next steps include possibly incorporating this work in the HLC Academy project, including First Year Seminar section as a variable to test for impacts on persistence and retention in conjunction with a variety of other variables. 35%

Retention Project Six: Tracking individual academic advisors and student persistence to graduation. First review of semester-to-semester persistence of advisees is planned for 2015-16 academic year, in coordination with Institutional Research and will be reported to Academic Dean as part of the new advising training initiative during FA16. 25%

### Retention Project Seven:

All academic and administrative units will develop and assess student learning outcomes.

- LIBS110 Course (Strategies and Skills for College Success):
  - Spring 2016: 8 students on Academic Warning or Probation are enrolled and 2 students voluntarily enrolled. This spring the curriculum was redesigned by a Learning Specialist/Instructor with a heavy emphasis on identifying student strengths and learning styles, and building on those strengths to develop skills to help them reach their personal and academic goals. Speakers have been scheduled to address the group on topics such as activism and identifying personal values (Academic Dean Charlene Teters); technology for different learning styles and note-taking methods (Academic Tech Staff Russel Stolins); identity and higher education experiences (Alumni/staff member and MFA student Chee Brossy); and many other topics.

Additionally:

Pilot Achievement Coach Program SSC's Retention Specialist Joanne Morales is also the Achievement Coach in the SSC's new pilot program. The Achievement Coach program is designed as a second-tier advising level. The Coach works in conjunction with primary academic advisors and the Retention Director to support and provide outreach to students on Academic Warning or Probation, and those who have received an Early Alert or attendance alert.

Spring 2016 – as of 4/20/16:

- Early Alerts (including automated attendance concerns)
  - 93 (some students received more than 1 Alert)
  - 92 contacted
  - 54 students have responded
  - Volume of attendance alerts continues to be too high to address all of them, so the Retention Director sent specific concerns to the Achievement Coach for follow-up
  - Semester outcomes: will be determined after the Spring 2016 semester
- Academic Warning and Probation
  - 17 students were identified
  - 13 total met with Achievement Coach or Retention Director and developed academic plans

Spring 2016 goals are to increase follow-up with referring faculty and staff; and streamline tracking of attendance concerns and increase overall follow-up with those students.

Additionally: Financial Aid Office

IAIA Loan Default Rate:

- 2013 3-Year Draft: 27.2% (as of February 2016)
- 2013 3-Year Official: TBA (expecting 27.2%)
- 2012 3-Year Official: 25%
- 2012 3-Year Draft: 25%
- 2011 3-Year Official: 34.3%
- 2011 3-Year Draft: 36.3%

IAIA Student of the Year:

Ronald Martinez Looking Elk was selected and was also the Keynote Speaker for the 2016 Spring Scholarship Dinner.

IAIA Scholarship Awards Dinner Event:

This semester event was held on February 17, 2016. Below are the responses from the event satisfaction: 18 responses (from staff, faculty, students who were in attendance):

Satisfied with the Dinner:

Extremely = 1  
 Quite = 13 (72%)  
 Somewhat = 3  
 No response = 1

How well organized was event:

Extremely = 5  
 Quite = 10 (56%)  
 Somewhat = 3  
 No response = 0

Overall event satisfaction:

Extremely = 4  
 Quite = 10 (56%)  
 Somewhat = 3  
 No response = 1

IAIA President's/Dean's List Reception:

This event is new and separate from the Scholarship Awards Night Dinner due to the over capacity of students receiving scholarships. This event solely recognized the Deans/President's list from Fall 2015. Below are the responses from the event satisfaction:

14 responses (from staff, faculty, students who were in attendance):

Satisfied with Refreshments:

Extremely Satisfied = 1  
 Quite Satisfied = 5 (36%)

Somewhat Satisfied	= 3
Somewhat Dissatisfied	= 2
Quite Dissatisfied	= 2
No response	= 1

How well organized was event:

Extremely	= 1
Quite	=6 (43%)
Moderately	= 3
Slightly	= 2
Not at all Satisfied	= 2

Overall event satisfaction:

Extremely	=1
Quite	=8 (57%)
Somewhat	= 3
Somewhat Dissatisfied	=1
Extremely Dissatisfied	=1

AICF Student Ambassador:

The AICF requested a nomination from the Financial Aid staff for an AICF “external” Ambassador. IAIA student Justina Bruns was nominated and selected to represent IAIA.

Fall 2016 and Spring 2017 Packaging Update

218 FAFSA files received (as of 4/19/16)

- 58 students pending review (awaiting paperwork from student)
- 64 files review complete
  - 35 students packaged for aid
  - 6 not eligible for aid (BFA received, non-degree, High EFC, Pell LEU, default, self-pay)
  - 23 MFA Students

Student Accounts (current as of 4/19/16)

117 –Undergraduates have balances; 107 Pending Holds for Balances over \$200 applied May 13, 2016

Breakdown by amount due:

- 11 have balances over \$4,000: (2) expected \$200 balance, zero balance or refund & (4) out if this group have not submitted FAFSA or FA File is incomplete
- 100 have balances between \$751-\$3,999 - (2) expected \$200 balance, zero balance or refund
- 6 have balances \$200 and under

Financial Aid/Student Accounts Staff:

- Financial Aid Director Conference attendance (Spring 2016)

- FA Director attended State FA Conference (NMAASFAA) April 2016.
- Federal Update included Prior-Prior Year to begin in October 2017 for Fall 2017.
- To attend National Conference (Washington, DC) Summer 2016.
- Financial Aid Advisor Training/Professional Development/Career Fairs (Spring 2016)
  - Impact of Prior-Prior (webinar)
  - Understanding Student Eligibility (webinar)
  - Consumer Information Requirements (webinar)
  - Chinle Transfer Fair (attended Career Fair to represent IAIA)
  - Navajo Prep (attended Career Fair to represent IAIA)
  - Northern NM College (shadowed NNMC staff for verification training)
- Student Accounts Professional Development (webinars) (Spring 2016)
  - Consumer Information Requirements
  - Teaching Financial Literacy to Adult Students: Different Strokes for Different Folks
  - Teaching Financial Literacy through Technology: Different Strokes for Different Folks
  - New Professionals Webinar: The Federal Methodology Formula
  - New Professionals Webinar: Understanding Student Eligibility
  - New Professionals Webinar: An Overview of the FAFSA Process
  - The Impact of Prior-Prior Year: Preparing for What's Ahead Cash Management: Staying Abreast of the Changes

#### **1.4 Track student success after college**

Expand internship and service learning opportunities for students. The Career Advisor has resigned and the search for replacement is underway. Nena Martinez Anaya is filling the occupancy.

##### **Project One: College Central Network**

The Career Advising Office will continue to entering all currently enrolled students into the CCN system and educating them on how to use the system and upload career documents. All opportunities for work and internships are being loaded into CCN and after it is fully leveraged we will begin to analyze data and track students who use the system to measure the success of our students. 80%

##### **Project Two: Improve Career Readiness. 50%**

The Career Advisor will work one on one with IAIA students and Alumni regarding resume development, interview skills and preparation career-related skills. Also the Learning Lab in collaboration with the Career Advisor is hosting workshops on related topics.

- One-on-one career advising appointments regarding resume writing, cover letter reviews, and interview tips
- Collaboration with Learning Lab regarding career seeking resources

- CCN career advisor ongoing training for uploading and maintenance of site
- Continuous contact with external job prospects

Project Three: GRE Prep Workshops 70%

The Learning Lab continues to develop GRE Test Prep resources for Blackboard and offers at least 2 GRE workshops each semester. The Learning Lab will be coordinating with the new Career Advisor to ensure appropriate timing and content.

- Planning in collaboration with Retention Specialist

Project Four: Improve Graduate School Readiness

Ninth Annual Grad School Day was held on November 6, 2015. Center for Lifelong Education (CLE)

Participants: *American Indian College Fund*  
*American Indian Graduate Center*  
*Graduate Horizons*  
*Institute of American Indian Arts*  
*New Mexico Highlands University*  
*Southwestern College*  
*Central New Mexico Community College-*  
*University Tulsa-Master of Jurisprudence, Indian Law Program*  
*Other Institutions (material on tables -no reps): Cornell University,*  
*Vermont College of Fine Arts*

Graduate School Day turnout: Graduate School Day turnout: 12 students pre-registered, approximately 26 students in attendance.

Project Five: Understand and track what our graduates are doing and how they perceive their IAIA experience:

- The Career Advisor has set up Master Tracking Spreadsheet to record student placement one year post graduation. Ongoing meetings with Alumni Relations Manager and Director of Institutional Research and Chief Enrollment/Retention Officer regarding tracking purposes for alumni. This committee is titled: "The Futures Committee".
- The Career Advisor met with Department Chairs to discuss their ideas about internship and job placement. Ongoing communication with leads provided by chairs. Will meet with more staff and chairs regarding internship and hiring prospects on a semester by semester basis.
- The Career Advisors has joined The National Academic Advising Association (NACADA) to stay networked regarding best practices in the career counseling field.
- The Career Advisor has met with SFCC and SFUAD to compare online career services platforms, discussed career center advising best practices.
- The Career Advisor contacted local businesses via CCN employer's portal where students would like internships and jobs.

The Retention Director has also distributed a Student Success survey to graduates for the past 3 semesters, and Spring 16 surveys have begun. Questions on the survey focus on students' strategies for succeeding, supports that kept them persisting, suggestions for improvements to IAIA, and words of wisdom for students still in school.

### **1.5 Develop student leadership skills**

Additionally: Alpha Chi Honor Society inducted 28 new members in an evening ceremony on: April 29, 2016. The group also sent students to compete in the national convention presentation event for the first time. Two students won scholarships for Fall 2016: Damian Price and Nami Okuzono. William Thoms won the national visual arts award with his work titled *The Progenitor Series: The History of Humanity is the History of the Flesh*. The students who attended the convention will make a presentation to campus in FA16 about the Alpha Chi Honor Society and the benefits of both membership and attending the national convention. They continue to hold fundraisers to pay for the uncovered portion of the trip and to get a start on funding next year's convention.

## **Strategic Theme 3: Build College Community**

### **3.4 Bring students, faculty, and staff together in campus-centric activities**

Retention Project One: Fifth Annual Student Success Summit.

This academic year's annual Summit was held on February 25, 2016 and the title was "Student Leadership Summit". The program's theme was "Empowering Indigenous Leadership" and the keynote speaker was Winona LaDuke, speaking on leadership and ways that she tries to lead effectively in both her community and greater society. After the keynote address, participants rotated between 4 different workshops:

- *Promoting Healthy and Sustainable Native Communities*, hosted by Charlene Carr and presented in conjunction with IAIA's Land Grant Programs and the Student Sustainability Program
- *Erasing Negative Representation*, facilitated by Dean Charlene Teters and two faculty/visiting faculty members
- *Emerging Native Leaders*, featuring Porter Swentzell, Joannie Romero, and Dr. Kristal Raymond
- *IAIA Student Leaders Panel Discussion*, facilitated by MFA student and SSC tutor Jennifer Love, with 4 different student leaders from various campus programs

The final event of the day was an address from Dr. Krystal Raymond, followed by a raffle that included 3 computers donated by ASG and many other items generously donated from a variety of departments. The event was planned and implemented with contributions by all of IAIA's major departments with a total of 21 people contributing, including an ASG representative. The program and workshop presenters also came from a variety of departments, with students, faculty, staff, and guests all donating their time. This year saw our highest



attendance numbers for this campus-wide event: The SSC conducted a survey at the end of the day, with 101 respondents (45% of attendees):

<b>Attendees:</b>
148 Students
32 Faculty
38 Staff
7 Guests (visiting artists, etc.)
<b>225 TOTAL [26 more than SP15 summit]</b>

<b>Survey respondents overview:</b>
101 total (45% of attendees)
72 students (71.3% of respondents)
14 faculty (13.9% of respondents)
17 staff (16.8% of respondents)
83% were Satisfied or Extremely Satisfied
16% were Somewhat Satisfied
<b>WKSP1-Healthy Sustainable Communities:</b>
80% were Satisfied or Extremely Satisfied
11% were Somewhat Satisfied
7% did not attend
<b>WKSP2-Erasing Negative Representation:</b>
72% were Satisfied or Extremely Satisfied
14% were Somewhat Satisfied
11% did not attend
<b>WKSP3-Emerging Native Leaders:</b>
72% were Satisfied or Extremely Satisfied
12% were Somewhat Satisfied
7% did not attend
<b>WKSP4-Student Leaders Panel Discussion:</b>
73% were Satisfied or Extremely Satisfied
11% were Somewhat Satisfied
9% did not attend

To: Dr. Robert Martin, IAIA President  
From: Carmen Henan, Dean of Students  
Date: April 25, 2016  
Subject: Quarterly Board Report

## **Strategic Theme 1: Improve Student Success**

### **1.5 Develop student leadership skills**

Three IAIA student leaders will be attending the 2016 AIHEC Student Congress (ASC) Leadership in Future Endeavors (L.I.F.E.) Conference to be held on the Institute of American Indian Arts (IAIA) campus during May 24-26, 2016. They are Valirie Serawop, ASC Secretary, Delores Cortez, IAIA elect Secretary, and Del Curfman, ASC Southwest Representative and newly elected ASG Treasurer.

Other: The Associated Student Government (ASG) held their 2016-2017 officer election on April 13& 14, 2016 by digital voting using the IAIA email system. Elected as ASG President was Chad Brown Eagle from the Winnebago Tribe of Nebraska and a sophomore in Cinematic Arts & Technology. The Vice-President elected was Leroy Grafe, a sophomore in Cinematic Arts & Technology. Delores Cortez a second semester freshmen was elected as Secretary, and Del Curfman from the Crow Tribe and a senior in Studio Arts was elected as Treasurer. The ASG Public Relations Officer is vacant at this time.

Other: The ASC passed a proposal to change the name of Columbus Day to Indigenous Peoples Day. The approved proposal was submitted to the IAIA President's Office and was approved. A committee of students and staff are planning some activities and events for the first IAIA Indigenous Peoples Day to take place on October 10, 2016

## **Strategic Theme 3: Build College Community**

### **3.3 Implement a faculty and staff professional development plan**

Other: The IAIA Counselor, Greer McSpadden, completed Level 1 Brainspotting training in March 2016, taught by Dr. Robert Wiesz, Director of the Brainspotting and Hypnotherapy Clinic and the Milton H. Erickson Institute of New Mexico, Santa Fe, NM. During the Brainspotting process, trauma is processed on a somatic level, never eliminated, but processed into self-acceptance, compassion, self-understanding, and becoming more adaptive.

### **3.4 Bring students, faculty, and staff together in campus-centric activities**

Project 1: Use the new IAIA website to share Student Life and commencement information. This project was changed from using Blackboard to using the IAIA

website for communication. Commencement information can be found on the website under Happenings and scrolling down to "Commencement". The project is 100% complete.

Other: Three **Community Gatherings** took place during this reporting period.

February's Gathering was student presentations by Melissa Shaginoff and Tania Larsson on their Venice Biennale experience. The March Gathering focused on the AIHEC Student Conference awards and the April's Gathering will be the student research presentations by Manuel Rameriz and Feather Metsch and their experience at the National Museum of the American Indian during their recent spring break.

The **Student Recognition & Awards Event** is scheduled for Thursday, May 5, 2016 in the CLE Commons. College departments will recognize and award students who provided outstanding work and community service during the 2015-2016 academic year.

The Student Activities program held a **Business of Art Workshop** for students on April 22, 2016.

The **IAIA Annual Spring Powwow** takes place this year on Saturday, May 7, 2016 on campus. The head staff for this year's powwow are:

Head Man: Seth Picotte (Lakota/Cheyenne River Sioux) - Student

Head Lady: Sarah Elsberry (Osage Nation) - Student

Head Gourd: Steven Toya (Pueblo/Comanche Zia Pueblo)

MC: James Edwards (Pawnee/N. Cheyenne/Comanche)

AD: Aaron Frye (Cherokee/Chickasaw)

Head Southern Singer: Matt Taptto (Kiowa)

Northern Drum: Hawk Soldier (Intertribal)

The **2016 Commencement Ceremony** is scheduled for Saturday, May 14, 2016 with Patricia Michaels, Taos Pueblo, delivering the commencement address and David Bradley being presented with an IAIA Honorary Doctorate Degree. The Student Address will be given by William Thoms a member of the Confederate Tribes of the Chehalis Reservation. The Class of 2016 will present the IAIA with a tree as their class gift.

### 3.5 **Promote health, wellness, and safety for all members of the campus community**

Project 1: Develop and implement an all-hazards emergency management plan for Student Life. The Housing Director is working on a subcommittee of the Emergency Operations Group (EOG) to refine the Emergency Operations Plan. The subcommittee is still meeting on this project. The Dean of Students and Housing Director attend monthly EOP meetings. The project is 88% complete.

Project 2: Increase student and family housing RAVE enrollment. No new progress has been made on the project and remains 95% complete.

Project 3: Provide training for campus Title IX Investigators and hearing panel. As reported in the last board report, new employees and new incoming students were registered for the on-line training course on Title IX, Clery and Violence Against Women Acts and IAIA policies in prevention of discrimination, harassment and retaliation. The project is 100% complete.

#### **Strategic Theme 4: Advance Contemporary Native Arts and Culture**

##### **4.3 Advance scholarship and dialogue on indigenous arts and culture**

Other: Activities Coordinator, Nocona Burgess, and IAIA Ambassador, Alberta Nells, set up an IAIA Student Art Exhibit in New York City, NY in collaboration with the American Indian College Fund. They sold over \$3,300 worth of student work the proceeds went directly to the individual student artist.

##### **4.5 Engage with indigenous communities world-wide**

Other: The Housing Director collaborated with Dine College and Tohono O'odham Community College Housing Directors to develop a plan to create a Tribe College and University (TCU) Housing Officers Association. They will be presenting a proposal and housing –specific workshops at the Salish Kootenai College TCU Summer Meeting in August 2016.

Other: Thirty IAIA students participated in the 2016 AIHEC Student Conference in Minneapolis, MN during March 14-16, 2016. Student Life and participating students raised a little over \$3,000 for the trip, which was applied toward the chartering a bus for the trip. IAIA students won 41 awards overall and three students were elected to the 2016-2017 AIHEC Student Congress, they are: Valirie Serawop, Secretary; Leroy Grafe, Historian; and Del Curfman, Southwest Representative. The following are the awards won by IAIA students:

Men's Team Archery:	3 <sup>rd</sup> Place
One Act Play:	2 <sup>nd</sup> Place
Best Actor:	Corey "Teklu" Hogan
Poetry Slam:	1 <sup>st</sup> Place, Delores Cortez
Web Page Design:	3 <sup>rd</sup> Place, Kristin Kaye
Traditional Plants & Herbs:	2 <sup>nd</sup> Place, Margaret Waukechon

TCJ/Top Fiction:	"Hellhound" by Ronald Dean Johnson
TCJ/Top Non-fiction:	"Learning to be Silent" by Vivian M. Carroll
TCJ/Poetry Honorable Mention:	"Sisters Giveaway" by Ruby Hansen Murray
Film Festival/Best Editing:	1 <sup>st</sup> Place, Echota Killsnight for "Devil's Throne" 2 <sup>nd</sup> Place, Razelle Benally for "The Blanket" 3 <sup>rd</sup> Place, Echota Killsnight for "First Person Blues".
Film Festival/Best Live Action:	1 <sup>st</sup> Place, Echota Killsnight, for "Devil's Throne" 2 <sup>nd</sup> Place, Razelle Benally for "The Blanket" 3 <sup>rd</sup> Place, Frosley Fowler for "The Exile"
Film Festival/Best Photography:	1 <sup>st</sup> Place, Echota Killsnight for "Devil's Throne" 2 <sup>nd</sup> Place, Razelle Benally for "The Blanket" 3 <sup>rd</sup> Place, Echota Killsnight for "First Person Blues"
Film Festival/Best Screenwriting:	1 <sup>st</sup> Place, Frosley Fowler for "The Exile" 2 <sup>nd</sup> Place, Echota Killsnight for "First Person Blues" 3 <sup>rd</sup> Place, Razelle Benally for "The Blanket"
Film Festival/Director's Award	2 <sup>nd</sup> Place, Echota Killsnight for "First Person Blues" 3 <sup>rd</sup> Place, Echota Killsnight for "Devil's Throne"
Art/Painting:	2 <sup>nd</sup> Place, Jeffrey Begay 3 <sup>rd</sup> Place, Avis Charley
Art/Drawing:	2 <sup>nd</sup> Place, Leroy Grafe 3 <sup>rd</sup> Place, Gregory Analla People's Choice Award, Donovan Willetto
Art/Textiles:	1 <sup>st</sup> Place, Carly Feddersen 2 <sup>nd</sup> Place, Jeffrey Begay People's Choice Award, Jeffrey Begay
Art/Leather:	1 <sup>st</sup> Place, William Cypress 2 <sup>nd</sup> Place, Leroy Grafe 3 <sup>rd</sup> Place, Lee Palma
Art/ Ceramic	2 <sup>nd</sup> Place, Jacob frye 3 <sup>rd</sup> Place, Joshua Wells

Art/Mixed Media: 2<sup>nd</sup> Place, Leroy Grafe

Art/Digital Design: 1<sup>st</sup> Place, Carmen Selam

Art/Sculpture: 1<sup>st</sup> Place, Gregory Analla  
2<sup>nd</sup> Place, Tania Larson

Art/Quilt: 2<sup>nd</sup> Place, Lee Palma

4.6 Strengthen the connection between the College, its Museum, and the larger Santa Fe community.

Other: The Student Life Activities program under the direction of Nocona Burgess, Activities Coordinator, collaborated on a Pop-up Gallery Exhibition with the Inn of Loretto Hotel in downtown Santa Fe. He also began a mural project at the Inn of Loretto Hotel with three students for a commission of \$2,000.

Other: Residential & Family Housing

- The housing staff, including Resident Assistants, have provided several opportunities this semester for new and returning students to become familiar with their environment, create lasting friendships and new and helpful techniques to succeed in their classes.
  - A calendar-making workshop was presented in February to help students learn how to budget time and energy to complete projects and assignments on a deadline.
  - Students were provided opportunities to make stationery to use to write letters home.
  - A “Night Owl” program was developed to provide activities and guided discussions with students who are up late at night.
  - An “Anti-Valentine” program was offered for students who were not interested in celebrating Valentine’s Day.
  - The annual “Easter Egg Hunt and Cookout” was a success with several families and Residence Center students involved.
- Housing Numbers:

	Residence Center	Family Housing	Totals
New Students – spring 2016	13	2	15
Returning from 15FA	88	32	120
Readmits	4		4
Transfers	3	1	4
From off campus	3	1	4
Total Students on Campus	111	36	147

16SP Housing Withdrawals			
Total Program Suspension	1		
Move off-campus – personal	3		
Moved off campus – dropped below min. hours	1		
School Withdrawal	5		
On Campus Totals as of April 21, 2016	101	36	137

To: Dr. Robert Martin  
From: Alex Shapiro  
Date: April 12, 2016  
Subject: May 2016 Quarterly Trustee Report

## **Strategic Theme 1: Improve Student Success**

### **1.1 Increase involvement of all IAIA stakeholders in student success**

#### *Project: Implement alumni relations programs*

- Communication continues to be a priority in the strategy to build a cohesive alumni community. With the help of the Marketing and Communications department, Mr. Brossy edited and renewed alumni web pages on the new IAIA web site in March. On March 5, 2016, Advancement held the alumni/donor reception at the Heard Museum Guild Indian Fair and Market in Phoenix. The reception drew more than 60 attendees and took place at the 40 Owls Gallery in downtown Phoenix. Plans are moving forward for core upcoming alumni events including the inaugural reception at the Red Earth Festival in June in Oklahoma City. Mr. Brossy has been working with the Chickasaw Nation's Exhibit C Gallery to co-sponsor the event.
- Percent Completed: 40%

#### *Project: Staff and Facilitate the Alumni Council*

- The Alumni Council met for the sixth time in February at the IAIA campus. The Council established a timeline for the upcoming election for new Councilors with a call for nominations in June, 2016 and voting in August, 2016. The current Council will meet twice more before the new Council is voted in. The Council plans to leave the incoming Council with a handbook to outline the Council's place within the IAIA community insofar as it has been established through the first two years of work. Council President Karl Duncan '09 participated in Plan 2020 focus groups to voice alumni sentiment and feedback. The Council continues to receive presentations from Cabinet members to stay informed on the work at IAIA. The February meeting included presentations by Cabinet members Eric Davis and Alex Shapiro.
- Percent completed: 50%



## *IAIA Foundation*

- Mr. Shapiro continues to work with the IAIA Foundation Board to expand fundraising programs. The Development Committee has been working to plan and implement several cultivation events in the early spring for the building campaign. The Board elected Bob Davis-Mayo to the Board in March. Raven, as Bob is known, and his wife Laurel have been strong supporters of IAIA for the past couple of years. Raven brings skills in organizational leadership and strategic planning to the Foundation Board. The Finance Committee completed its banking services review process and selected First National Santa Fe to provide the Foundation's banking services. The Advancement staff has been working with the bank personnel to effect the transition, which should be complete by the end of May.

### 1.2 Increase enrollment; improve retention and completion

*Project: Evaluate outcomes of the Scholarship Action Team recommendations from FY15*

- There has been no work on this item during this reporting period. It is likely that the Scholarship Action Team will not address this until the end of the academic year, when helpful data will be available.
- Percent Completed: 0%

### 1.3 Increase scholarship funds

*Project: Raise \$750,000 in annual net donations*

- *Raise \$488,000 (net) in scholarships*

- As of April 11, 2016, IAIA raised \$394,894 in net donations for scholarships. This represents almost 81% of the goal for the fiscal year.
- Scholarship Campaign: Scholarship fundraising continues to go well. As is usually the case with the first quarter of the calendar year, the past three months have been fairly quiet.
- Events: Volunteers for the annual dinner/auction have started soliciting donations for the auction. So far, the staff has received donation pledges from Chihuly, Elodie Holmes, and Harry Pollitt. The staff has met with staff members of SWAIA to explore the possibility of sharing some systems and expenses,

which will improve guest experience at each organization's event while reducing costs. The mailing to solicit sponsorships was sent the week of April 11. This year, table sponsorships begin at \$2,000.

#### 1.4 Track student success after college

*Project: Conduct regular structured inquiries to alumni*

- With the current vacancy in the Career Advisor position, Mr. Brossy and Dr. Sayre, Director of Institutional Research, have not met during this period to develop systems and instruments to track alumni and their perceptions of IAIA.
- Percent Completed: 10%

### **Strategic Theme 3: Build College Community**

#### 3.7 Build a performing arts and fitness center

*Project: Raise \$1,250,000 in net donations for the Performing Arts & Fitness Building campaign*

- As announced at the February meeting of the Trustees, the lead donation of \$1,000,000 from the Ottens Foundation has been secured. Mr. Shapiro is working with the Foundation representatives to finish the gift agreement and determine the naming opportunity. Dr. Martin and Mr. Shapiro have begun soliciting the Trustees and the IAIA Foundation Board of Directors. Also, Mr. Shapiro has begun soliciting the President's Cabinet members. The campaign has received almost \$200,000 in additional pledges as of April 15. The Marketing and Communications Department auditioned and hired a student to provide the voice over talent for the video produced by Dyrion Murphy and Associates. The first cultivation event for the campaign was hosted by Frances and Dan Namingha and their family at their gallery, NIMAN Fine Art, on April 7. Approximately 40 guests attended.
- Percent Completed: 30%

#### 3.9 Grow and maximize resources for college programs

*Project: Raise \$750,000 in annual net donations*

- *Raise \$262,000 (net) in annual giving*

- *Add at least 11 new donors to the President's Circle*
- As of April 11, 2016, IAIA raised \$95,963 in net donations for annual giving. This represents almost 37% of the goal for the fiscal year.
- Annual Campaign: While the overall amount from donations is above plan, the gifts for the annual campaign are below expectations. The staff is working on strategies to boost unrestricted giving for the second half of the fiscal year, such as direct mail and online appeals. The staff plans to send an appeal by the beginning of May to request gifts in honor of David Bradley, IAIA alumnus and this year's recipient of an IAIA honorary doctorate.
- Major Donors: At the beginning of the current fiscal year, there were 117 major donors in the President's Circle and as of April 15, there are 126. The Advancement staff has finished scheduling the second annual Circles Events (activities for supporters in either the President's Circle or the Lloyd Kiva New Legacy Circle). The dates are May 11-14 and the activities include a reception at Tony Abeyta's studio, lunch with Virgil Ortiz at his studio at the Pueblo of Cochiti, a reception at Mrs. Lloyd Kiva New's home, and more.
- Percent Completed: 50%

*Project: Implement the planned giving program*

- There has not been any substantive work done on this project since the last report. Approximately 10 supporters have notified the staff that they have included IAIA in their estate plans. A second newsletter is planned to be mailed in July.
- Percent Completed: 50%

*Project: Develop Tribal Engagement Initiative*

- As a first step, the ad hoc task force is exploring the possibility of hosting a New Mexico Tribal event on campus, either in tandem with another group or as the sole sponsor. Laurie Logan Brayshaw, Director of Sponsored Programs, and Mr. Shapiro met with Christine Becker of Sundance Educational Consulting at the beginning of March to discuss the possibility of IAIA participating in the Community Builders Youth Conference scheduled for July, 2016. This is a state-wide conference for Native youth and is co-sponsored by the New Mexico Indian

Affairs Department and several funders/organizations. In addition to participating in the conference, IAIA has offered its facilities for a conference follow-up reception in the fall.

- Percent completed: 15%

*Project: Develop and/or refine IAIA Advancement policies*

- The first draft of the new Gift Acceptance Policy has been completed. The sections pertaining to financial requirements are now in the hands of the Finance Office to ensure accuracy. Once those sections have been reviewed by the Controller, Aimee Balthazar, the draft will be presented to the ad hoc sub-committee of the staff Institutional Advancement Committee.
- The staff Institutional Advancement Committee has worked on a policy that addresses soliciting donations at IAIA events that are not specifically fundraising events (such as the annual dinner/auction). The Committee approved the policy, which was then reviewed and approved by the President. The core of the policy is this: "Direct or indirect solicitation of donations is permitted at an event on IAIA property only when the invited audience has an explicit understanding that the purpose of the event is to raise donations for IAIA."
- Percent Completed: 35%

*Advancement Administration*

- The Advancement staff worked with the Finance Department and the auditors on the 2015 annual audit.