



Institute of American Indian Arts  
2016 BOARD OF TRUSTEES RETREAT AND MEETING  
Thursday, August 18, 2016 9:00 AM (MDT)  
LKN Welcome Boardroom



Institute of American Indian Arts  
2016 BOARD OF TRUSTEES RETREAT AND MEETING  
Thursday, August 18, 2016 9:00 AM (MDT)  
LKN Welcome Boardroom

- I. Schedule of Events
- II. Tuesday, August 16, 2016  
*Reception at Compound Restaurant: 5:00 p.m. – 6:30 p.m.*
- III. Wednesday, August 17, 2016  
*IAIA Annual Scholarship Benefit Dinner and Auction at the La Fonda: 5:00 p.m. – 10:00 p.m.*
- IV. Thursday, August 18, 2016  
*Board of Trustees Retreat and Meeting: 9:00 a.m. - 2:00 p.m.*
  - A. Student Presentations
  - B. Board Roles and Responsibilities
  - C. Trustee Compact Document - Loren Kieve, Chair
  - D. Presidential Succession Planning - Dr. Robert Martin
    - 1. Presidential Succession Plan
    - 2. Emergency Succession Plan
  - E. Review Board Goals for 2015-2016 - Loren Kieve, Chair
  - F. Establish Board Goals for 2016-2017 - Loren Kieve, Chair
- V. Lunch with Associated Student Government  
*CLE Distant Learning Classroom #2*
- VI. Social Media Training - Eric Davis and Jason Ordaz
- VII. Board Meeting
  - A. Call to order - Loren Kieve, Chair
  - B. Invocation
  - C. Determination of a Quorum
  - D. Cabinet Reports
    - 1. President's Report - Dr. Robert Martin
    - 2. Institutional Research - Dr Bill Sayre
    - 3. Sponsored Programs - Laurie Logan Brayshaw
      - a. College Career Readiness Video  
*Video Link - <https://www.dropbox.com/sh/akam2jxytup50f0/AADi7wfKuuDjVauuPycBuZFSa?dl=0>*
    - 4. Marketing & Communication - Eric Davis
    - 5. Land Grants Programs - Charlene Carr

6. Finance and Accounting - Larry Mirabal

- a. Financial, IT, and Aux Report
- b. Financial Statement
- c. FY17 Budget Narrative

7. IAIA Museum - Patsy Phillips

8. Academic Division - Dean Char Teters

9. Enrollment Management Division - Nena Martinez Anaya

10. Student Life Division - Carmen Henan

11. Institutional Advancement - Alex Shapiro

E. Approval of May Meeting Minutes

*MOTION to Accept Minutes*

- 1. Finance Committee
- 2. Museum Committee
- 3. Academic Committee
- 4. Institutional Advancement Committee
- 5. General Session

F. New Business

1. 2016-013 FY17 Operating Budget Resolution

*MOTION to accept Resolution*

2. 2016-014 Gift Acceptance Resolution

*MOTION to accept Resolution*

G. Executive Session (if necessary)

H. Adjourn

VIII. Rick Bartow: Things You Know But Cannot Explain Exhibit - IAIA Museum of Contemporary Native Arts

*Opening - VIP Reception: 4:00 p.m. – 5:00 p.m. Public Opening: 5:00 p.m. – 7:00 p.m.*

IX. Board Dinner

*The Shed*

X. Friday, August 19, 2016

*BOT Campus Tour: 9:00 a.m. - 12:00 p.m.*

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

**BOARD OF TRUSTEES MEETING  
AUGUST 2016  
Lloyd Kiva New Welcome Center Boardroom**

**Travel Days – Tuesday, August 16<sup>th</sup> or Wednesday, August 17<sup>th</sup>**

**Tuesday, August 16, 2016**

|   |                              |
|---|------------------------------|
| <b>Reception at Compound Restaurant<br/>Compound Restaurant – 653 Canyon Rd</b> | <b>5:00 p.m. – 6:30 p.m.</b> |
|---|------------------------------|

**Wednesday, August 17, 2016**

|   |                               |
|---|-------------------------------|
| <b>IAIA Annual Scholarship Benefit Dinner and Auction<br/>La Fonda on the Plaza – 100 E. San Francisco St</b> | <b>5:00 p.m. – 10:00 p.m.</b> |
|---|-------------------------------|

**Thursday, August 18, 2016**

**2016 BOARD OF TRUSTEES RETREAT AND MEETING  
Lloyd Kiva New Welcome Center Boardroom  
Thursday, August 18, 2015  
9:00 AM - 2:00 PM**

- |                 |   |
|-----------------|---|
| <b>9:00 am</b>  | Student Presentations   |
| <b>9:30 am</b>  | Board Roles and Responsibilities – Facilitator  |
| <b>11:00 am</b> | Trustee Compact Document – Loren Kieve, Chair   |
| <b>11:15 am</b> | Presidential Succession Planning <ul style="list-style-type: none"><li>• Presidential Succession Plan</li><li>• Emergency Succession Plan</li></ul> |
| <b>11:30 am</b> | Review Board Goals for 2015-2016 – Loren Kieve, Chair   |
| <b>11:30 am</b> | Establish Board Goals for 2016–2017 – Loren Kieve, Chair  |

**Lunch with Associated Student Government  
Officers and Representatives  
CLE Distant Learning Classroom # 2**

**12:00 p.m. – 1:00 p.m.**

**Social Media Training  
Eric Davis and Jason Ordaz**

**1:00 p.m. – 1:30 p.m.**

**1:30 pm**     Board Meeting

- I. Call to order – Loren Kieve, Chair
- II. Invocation
- III. Determination of a Quorum
- IV. Cabinet Reports
- V. Approval of Minutes
- VI. New Business
  - 2016 - #010 – FY17 Operating Budget Resolution
  - 2016 - #011 – Gift Acceptance Resolution
- VII. Executive Session (if necessary)
- VIII. Adjourn

**Rick Bartow: *Things You Know But Cannot Explain* Exhibit  
Opening VIP Reception Followed by Public Opening  
IAIA Museum of Contemporary Native Arts – 108 Cathedral Pl**

**4:00 p.m. – 5:00 p.m.**

**5:00 p.m. – 7:00 p.m.**

**Board Dinner  
The Shed - 113 ½ East Palace**

**6:30 p.m. – 9:00 p.m.**

**Friday, August 19, 2016**

**BOT Campus Tours**

**9:00 a.m. – 12:00 p.m.**

# CREATIVE. EMPOWERED. FEARLESS.



INSTITUTE OF AMERICAN INDIAN ARTS  
presents the

## 2016 SCHOLARSHIP DINNER & AUCTION

Wednesday, August 17  
La Fonda on the Plaza  
5:00 pm



**ALL PROCEEDS BENEFIT  
IAIA STUDENT SCHOLARSHIPS!**

*"A lifesaver, dream come true, to get my education here at IAIA. I feel like a lot of students have that same mentality. They're very appreciative and very grateful for the opportunity."*

*—IAIA Scholarship Recipient*

# IAIA

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INSTITUTE OF  
AMERICAN INDIAN ARTS

**Make your reservation today!**

[www.iaia.edu/event/2016-iaia-annual-scholarship-dinner-auction](http://www.iaia.edu/event/2016-iaia-annual-scholarship-dinner-auction)

or call 505.424.5730

Prepared for Jacque King 8/2/20

## **Governing Board Responsibilities – source: Association of Governing Boards**

- Clarify, revise, reaffirm mission
- Select, support and assess President
- Approve major institutional policies
- Oversee and participate in periodic strategic planning and monitor progress on its outcomes
- Exercise sound Fiscal oversight
  - Consider and approve the institution's budget
  - Monitor the resources of the institution's budget
  - Manage the institution's resources and endowment
  - Ensure that annual independent audits are conducted
  - Meet the expectations of Board accountability and transparency in the conduct of Board affairs
- Ensure adequate financial resources and participate in fundraising, both through personal philanthropy and advocacy
- Ensure academic quality by approving new programs that fit with mission and vision
  - Monitor enrollment, retention and completion rates of student success
  - Require systematic and rigorous assessment including student learning outcomes
- Ensure adequate and well-maintained facilities
- Advocate for college to the community and various stakeholders
- In concert with the President, engage with the institution's major constituencies on a regular basis
- Preserve institutional independence to protect the pursuit of truth, the generation of new knowledge and intellectual inquiry so that they remain unencumbered by direct government control or special interest
- Remain informed about institutional issues, accreditation and the challenges confronting higher education
- Serve as Court of Appeals (rarely but effectively)
- Strengthen Board's collective leadership
- Assess Board performance

# **Institute of American Indian Arts Presidential Succession Plan**

## **Procedure for the Selection of a President**

### **Rationale**

There are a number of tasks facing a Board when it decides to begin a hiring process for a president. The Board needs to have a process that will result in hiring the best candidate for the college. The process is different in almost every case; however, if a basic plan is approved by the Board of Trustees, it will eliminate many pitfalls. It is recommended that the Board re-review this plan upon constituting its search committee.

### **1. Role of the Exiting President**

There are many reasons that a president may be leaving a college. If the president is leaving under positive circumstances, s/he may be involved in *helping* to determine the future strategic challenges facing a new president. There may be a future role for the past president because of her/his relationships with past constituents. The Board may want to negotiate a future role for the past president if it is in the best interest of the college. For a fresh outlook for the college, avoid the situation in which the exiting president hires her/his replacement. In a perfect situation, the current president will inform the Board of Trustees of her/his intentions to leave the college. The president should provide notice in the last year of the contract that s/he intends not to renew the relationship. This should give the Board sufficient time to conduct a search for a replacement.

### **2. Role of Faculty Staff**

- a. The Board is responsible for communicating to staff about the progress of the search for the president. The Board chair may delegate this responsibility to the human resources director or another employee.
- b. Faculty and staff play key roles in the selection process through their participation on the search committee.

### **3. Board of Trustees Establishes The Search Committee**

- a. Upon notification of the current president's intent to leave the college, the Board establishes an ad hoc search committee and assigns the search committee with the necessary authority and responsibility to conduct the search process. The human resources director will serve as an ex officio, non-voting member of the search committee to provide technical expertise and support.
- b. The ad hoc search committee will include the following:
  - Board of Trustees – the five members of the executive committee
  - Faculty – two members
  - Staff – two members
  - Associated Student Government – one member
  - Alumni Council – one member
  - IAIA Foundation/Donor – one member
- c. Search committee members:
  - Must be willing to commit to the entire process.
  - Should have personnel skills, knowledge about the college, and experience with interviewing.
- d. The Board chair may serve as the search committee chair or the committee may choose a chair from among its members.
- e. The human resources director will serve as the staff point-person to manage the



search committee's process and communication with the Board of Trustees.

#### **Search Committee Completes The Following Activities During Its First Meeting:**

##### **4. Confidentiality Reminder**

- a. All of the information that the search committee receives about the candidates – the discussions, the telephone calls, and the results of reference checks is confidential information.
- b. It is important to remember that a breach of confidentiality could result in a lawsuit for the college. This is especially important in the case of internal candidates who expect that their application will be in confidence.
- c. While all members of the search committee are responsible for maintaining confidentiality, the human resources director is responsible for maintaining the confidentiality of all written material during the search process and for destroying the information when the process is completed. Each member of the search committee must submit in writing that s/he deleted all electronic forms of information upon completion of the search process.

##### **5. Establish Time Lines for the Search Process**

- a. The search committee establishes a timeline for the search process.
- b. Under no circumstances should the process exceed one year.
  - The ideal situation would allow the appointment of a new president within six months to allow sufficient time for the exiting president to orient the new president.
  - This would be especially useful in transferring the most important relationships.

##### **6. Decide Whether to Contract Out the Search for the President**

- a. The search committee discusses whether to hire an outside consultant to assist the search committee in carrying out the search.
- b. The consultant would assist with advertising, recruiting, screening, and conducting interviews of candidates.

##### **7. Collegial Assessment**

- a. The search committee reviews the strategic plan and the corresponding fiscal year budget plan to assess the overall climate and status of the Institute of American Indian Arts (IAIA).
  - Faculty and Staff may be invited to help assess the issues and potential future challenges facing the college.
  - This may be accomplished by conducting a survey or by discussions with leadership staff.
- b. The search committee identifies specific strategic challenges facing the college, and disseminates these challenges to the Board for further feedback.

#### **Search Committee Completes The Following Activities With Its Hired Consultant (If Applicable) During Its Second Meeting:**

##### **8. Review the Job Description, Salary and Benefits**

- a. The search committee, based on the overall institutional assessment, updates the job description to reflect the current job requirements.
  - Be aware that this is an opportunity to move the college in a new direction.
  - Focus on recruiting for the skills needed for the new direction that is ahead.
- b. The search committee, assisted by the human resources director, reviews the salary and benefits package for the president to ensure it is competitive with other similar colleges

and is commensurate with the responsibilities that have been outlined in the job description.

- A salary survey including comparable positions both locally and nationally is provided for the search committee.
- c. If a consultant was hired by the search committee, s/he will assist the search committee in reviewing the job description, salary and benefits package.

#### **9. Establish a Candidate Rating Sheet**

- a. The search committee, assisted by the human resources director, establishes a list of qualities and experiences that a candidate must have in order to be successful, based on the identified needs of the college.
- b. The search committee prioritizes this list into two categories: qualities and experiences the candidate must have, and qualities and experiences that are preferred in a candidate.
- c. If a consultant was hired by the search committee, s/he will assist the search committee in establishing a candidate rating sheet.

#### **10. Prepare the Job Posting**

- a. The search committee, assisted by the human resources director, prepares the job posting, based on the job description and the list of qualifications identified by the search committee.
- b. If a consultant was hired by the search committee, s/he will assist the search committee with preparing the job posting.
  - The announcement should be worded very carefully, include information about the strategic direction of the college and the qualifications required for a successful candidate.
- c. The search committee decides how wide the search will be: local or national, and creates a list of places to post the job.

#### **11. Advertise the Position**

- a. The human resources director disseminates the job announcement with the job description to the search committee one week prior to publicly posting.
- b. The Board chair or the human resources director provides an update to staff on the status of the search process.
- c. Candidates interested in the position are provided with the current job description and general information about IAIA, including annual reports, audited financial statements and the strategic plan.

#### **12. Internal Candidates**

- a. Qualified and suitable candidates within the college may be interested in the position.
- b. The search committee, assisted by the human resources director, should give thoughtful and diplomatic treatment to internal candidates. The search committee must identify potential difficulties and make plans for managing these issues tactfully.
- c. If a consultant was hired by the search committee, s/he will assist the search committee with planning how to handle these issues tactfully.

#### **Search Committee Completes The Following Activities With Its Hired Consultant (If Applicable) During Its Third Meeting**

#### **13. Prepare Interview Questions – Consider the Following**

- a. Identify the key concepts candidates are expected to address when answering the questions.

- b. How do you expect the candidate to explain how s/he would move the college towards its vision?
- c. How do you expect the candidate to demonstrate that s/he has the skills, qualities, and experience to meet the college's strategic challenges?
- d. If a consultant was hired by the search committee, s/he will assist the search committee with preparing the interview questions.

#### **14. Select Prospective Candidates**

- a. At the closing date of the job announcement, the search committee screens the applications using the set of guidelines on the candidate rating sheet.
  - Candidates who do not meet the minimum requirements are sent a courteous letter of rejection.
  - Remaining candidates who meet the minimum requirements must agree to a background check, including criminal and credit history.

#### **15. Skype Interviews and Reference Checks**

- a. Before setting up face-to-face interviews, prescreen candidates by Skype, using a standard set of questions. This pre-screening process can help the search committee to:
  - Know more about the candidate and be better prepared for the face-to-face interviews.
  - Decide whether or not to invite the candidate for a face-to-face interview.
  - A Skype interview is also a diplomatic way to provide a courtesy interview to someone you would not hire, but cannot afford to offend.
- b. References provided by each candidate are contacted by telephone.
- c. If a consultant was hired by the search committee, s/he will conduct, along with the search committee representatives, the Skype interviews and reference checks. If not, the search committee will delegate member(s) of the search committee to conduct the interviews.

### **Search Committee Completes The Following Activities During Its Fourth Meeting:**

#### **16. Select Candidates to Interview at an off campus location**

- a. Before setting up face-to-face interviews, the human resources director will prescreen candidates by telephone. This gives IAIA the opportunity to identify candidates who for a variety of reasons may not be eligible or ultimately would not take the position prior to bringing them into a formal interview process. (Would not take the position at the budgeted salary amount, has other employment conditions that the IAIA would not be able to meet, etc.)
- b. The search committee is informed of the outcome of the telephone interviews, and decides which candidates to interview in person.
  - Candidates not selected for the face-to-face interviews are sent a courteous letter of rejection.
- c. The human resources director provides the Board with the search committee's process update and the bios of all candidates selected for face-to-face interviews, noting that this information must remain confidential.
- d. The human resources director conducts the background check.

#### **17. Prepare for the Interviews**

- a. Before interviewing any candidates, take time to talk about the emotions, both positive and negative, that this kind of change in the college can bring to the surface for Board, faculty, staff and students.
- b. Be cognizant that one of the commonly experienced outcomes of a change in the president

is the loss of staff, whether or not they were candidates for the president's position.

#### **18. Schedule Candidate Interviews**

- a. The purpose of the interview is to find out what skills, qualities, and attributes the candidate possesses that will move IAIA towards its mission.
- b. Interviews will be conducted at an off-site location that is private, relaxed and comfortable.
- c. Schedule interviews for 1.5-2 hours for the formal interview in addition to a 1 hour meal either directly before or after interview with the interviewee and search committee.
- d. Allow the search committee 1-2 hours between interviews to compile notes, discuss candidates, and to avoid candidates accidentally meeting each other.
- e. The human resources director develops the schedule timeline and coordinates the logistics for the interviews.

#### **Search Committee Conducts the Interviews**

#### **19. Conduct Candidate Interviews**

- a. During the interview, practice good communication by allowing time for the candidate to clarify the questions asked, and for search committee members to clarify information that the candidate presents.
- b. During the interview, listen to how the candidate's answers connect to what is listed on her/his resume. Consider the following:
  - Does a clear link exist between what s/he says and what s/he lists on the resume?
  - Is there a linkage in the information gained in the Skype and telephone prescreen interviews and what s/he says in the formal interview?
  - Do the candidates' references support the experience and skills that they represented in the interview?
  - Exercise due diligence.

#### **20. Directly Following the On Campus Interviews**

- a. After all interviews are completed, schedule 2-3 hours for the search committee to discuss the interviews.
  - Selecting the final candidates, based only on their performance at the employment interview, may not be the wisest decision. Some of the best presidents are not silver-tongued in a job interview setting, but they can prove to be inspired leaders when they speak on behalf of their colleges. While the interview is very important, other pieces of the puzzle need to fit; for example, the candidate's volunteer work in the community, his/ her commitment to personal professional development, and her/his skill in networking. As well as being able to say what s/he can do, s/he needs to demonstrate how her/his professional history and achievements support her/his words in the interview.
  - Agree to the next steps:
    - i. Are there two to four final candidates?
    - ii. Or would the search committee prefer to hold second interviews with more candidates?

#### **21. Search Committee Conducts the Final Interviews On Campus**

- a. Revisit steps 17 and 19 above. They will be followed for the final on campus interviews as well as the off campus interviews.
- b. Candidates should be prepared to deliver presentations oriented toward specific stakeholder groups at the college, i.e., students, faculty, staff, etc.
- c. Candidates will also deliver an all-college community highlighting their background and

their philosophy of leadership as it relates to the mission and programs at IAIA.

## **22. Directly following the Final Interviews**

- a. After all interviews are completed, schedule 2-3 hours for the search committee to discuss the interviews and written feedback from stakeholder groups.
  - Selecting the final candidate, based only on their performance at the employment interview, may not be the wisest decision. Some of the best presidents are not silver-tongued in a job interview setting, but they can prove to be inspired leaders when they speak on behalf of their colleges. While the interview is very important, other pieces of the puzzle need to fit; for example, the candidate's volunteer work in the community, his/ her commitment to personal professional development, and her/his skill in networking. As well as being able to say what s/he can do, s/he needs to demonstrate how her/his professional history and achievements support her/his words in the interview.
- b. When the final candidate is identified, the search committee reviews the contract template, previously reviewed by legal counsel to ensure compliance IAIA's enabling legislation and IRS regulations prior to contract negotiations.
  - Create a list of non-negotiable items based on IAIA's enabling legislation, IRS regulations, and IAIA human resources policies.
  - Create a salary range based on the executive compensation salary survey pursuant to IAIA's enabling legislation.

### **Board Approval of Final Selection**

## **23. Final Selection**

- a. The search committee recommends its final candidate to the full Board. The Board must vote and approve the final candidate.
  - The search committee briefs the Board on the interview process and provides bios of each interviewee.
  - This information is to remain confidential until all contract negotiations are complete and the Board publically announces the appointment.
- b. The Board agrees to a salary range and terms open for negotiation with the final candidate.
- c. The Board chair notifies the final candidate of his/her selection, and that the selection is to remain confidential until after contract negotiations and the Board is ready to announce the appointment.
- d. The Board chair, assisted by the human resources director, provides the final candidate with the contract template, all items non-negotiable within the contract, and why these items are non-negotiable.
- e. The Board chair, assisted by the human resources director, enters into contract negotiations with the final candidate, and reports back to the executive committee as needed.
- f. Once the new president accepts the position, the human resources director notifies the remaining candidates interviewed, thanking them for their time and interest in the college.

### **Contract Negotiations & Contract Final Approval**

## **24. Contract Negotiations**

- a. The Board executive committee, assisted by the human resources director, meets to discuss the final candidate's list of negotiated terms and prepares the draft final contract.

- The contract must include salary information and increment schedule, benefits, holidays, and the probation period.
  - The draft final contract undergoes a final review by IAIA's legal counsel to ensure compliance to IAIA's enabling legislation and IRS regulations, especially the sections relative to executive compensation.
- b. Following legal review, the final contract is provided by the human resources director to the final candidate for final review.
  - c. Once both parties are in agreement with final contract, the Board executive committee approves the final contract and creates a timeline for internal and public announcements.
  - d. The Board and the new president are notified of when the announcement will go public, and until that date, the announcement is to remain confidential.

### **Public Announcement, Welcome and Orientation of New President**

#### **25. Announcement of New President**

- a. The Marketing and Communications director works with the Board chair to distribute the press release announcing the appointment.
- b. The Board chair personally announces the appointment within the college prior to distributing the press release.

#### **26. Welcome Your New President**

- a. The Board executive committee meets to plan several strategies for helping the new president to move into the college. These include:
  - As part of the year-long planning process, the Marketing and Communications Director department will work with the Board to develop and implement a plan to introduce the president to IAIA stakeholders.
  - Announce the appointment to the local and tribal communities, strategic business partners, foundations and major donors.
  - Orienting the new president.
- b. Provide an informal opportunity for Board members, faculty, staff, alumni, students and other stakeholders to meet the new president.

#### **27. Orientation for the New President**

- a. The way in which the Board executive committee provides orientation for the new president can facilitate a positive working relationship between Board and the president.
- b. The Board executive committee must create a support system that helps the president to learn about the college and to become familiar with the position. The support system includes the Board executive committee members and key staff identified by the executive committee.
- c. During the transitions period, the Board chair schedules a series of meetings with the president to:
  - Identify resource people for the president to contact for information during the transition period.
  - Establish a reasonable number of short-term goals for the probationary period, and to discuss how progress will be monitored.
  - Confirm a review date at the end of the probationary period, and to discuss the process for either confirming the permanent appointment of the president or dismissing him/her from the job.
  - Establish long-term goals that will be used in the annual performance appraisal process.
- d. The Board chair should join the new president on his/her first day for introductions to

faculty, staff and students at IAIA.

- e. Consider holding formal events to introduce the new president within the first two months:
  - A local event with the community.
  - An event in conjunction with the next Board meeting to introduce the new president to all IAIA stakeholders.

## **28. Performance Reviews**

- a. The new president needs to know who will be managing her/his performance reviews during the transition period, as well as the plans for this transition period. Be prepared to provide other information about IAIA that the new president may need, such as IAIA's enabling legislation, Human Resources policy manual, audited financial statements and strategic planning documents.
- b. The Board chair should conduct a 90-day performance review to make sure the new president is meeting the demands for the job.
- c. There should be quarterly performance reviews conducted during the first year of performance.

## **Summary**

Hiring a new president is an opportunity for IAIA to renew itself. By assessing the strategic challenges facing IAIA, abilities and skills that the president needs to meet these challenges can be identified. By hiring the person who has the appropriate abilities and skills, the college's emerging needs will be met. By providing the president with an adequate orientation to the college, it will assist him/her with a successful transition into the college. As a result of her/his successful transition, the new president can move the college towards its mission.

## Draft

# IAIA EMERGENCY SUCCESSION PLAN

## Procedure for the Appointment of an Acting/Interim President in the Event of an Unplanned Absence of the President

### Rationale

In order to ensure the continuous coverage of executive duties critical to the ongoing operations of the Institute of American Indian Arts (IAIA) and its services to students, faculty, staff and other key stakeholders, the Board of Trustees adopts this plan for the temporary appointment of an Acting or Interim President in the event of an unplanned, extended absence of the President. While the Board of Trustees acknowledges that such an absence is highly improbable and certainly undesirable, it also believes that due diligence in exercising its governance functions requires that it have an emergency executive succession plan in place. It is expected that this plan will ensure continuity in external relationships and in the operations of the college.

In the event the situation warrants, the Board of Trustees may appoint an Interim President from external candidates for a period not to exceed one year. In seeking an Interim President, the Board would follow all IAIA hiring policies. The Board could also appoint an Acting President from senior leadership for a period not to exceed one year. As described below an Acting President appointed from among senior leadership generally serves for a short period of time due to the distribution of duties issue.

### 1. Priority functions of the president position at IAIA

The following are the key functions of the president to be covered by an Acting/Interim President, based on an analysis of the current position description:

- Performs all duties and responsibilities of the position as set forth in the by-laws and policies of the Board of Trustees, and under Public Law 99-498 and other statutes and regulations of Congress as they pertain to the Institute.
- Provides academic leadership.
- Promotes cooperation among students, faculty and staff.
- Responsible for sound financial management of the Institute.
- Establishes and maintains relationships with colleges, community organizations and other groups to coordinate IAIA activities.
- Supervises the college's senior administrators.
- Evaluates activities for the college and prioritizes actions necessary for proper administration.
- Provides written reports to Board of Trustees and annually to Congress.
- Serves as an effective spokesperson for the school in professional and social settings.
- Leads the fund raising efforts of the school.
- Leads the long-range and short-term efforts of the school and identifies strategic targets of opportunity.
- Performs other work-related duties as assigned.

### 2. Succession plan in event of a temporary, unplanned absence -- SHORT-TERM

a. Definition: A short-term absence is three (3) months or less.

- A temporary absence is one in which it is expected that the President will return to her/his position once the events precipitating the absence are resolved; and



- An unplanned absence is one that arises unexpectedly, in contrast to a planned leave, such as a vacation or a sabbatical.
- b. Who may appoint the Acting President:
  - The Board of Trustees authorizes the Executive Committee to implement the terms of this emergency plan in the event of the unplanned absence of the President.
  - In the event of an unplanned absence of the President, the Chief Financial Officer shall immediately inform the Chair of the Executive Committee of the absence.
  - As soon as is feasible, the Chair of the Executive Committee shall convene a meeting of the Executive Committee to affirm the procedures prescribed in this plan or to make modifications as the committee deems appropriate.
  - For a short term temporary unplanned absence, the Executive Committee will only consider the appointment of an Acting President and not an Interim President
- c. Standing appointee to the position of Acting President.
  - The position description of the Chief Financial Officer specifies that s/he shall serve as Acting President in the absence of the President.
- d. First and second back-ups for the position of Acting President.
  - Should the Chief Financial Officer be unable to perform the duties of Acting President, the first back-up appointee will be the Academic Dean.
  - The second back-up appointee will be the Dean of Students.
  - In the event the standing appointee, the Chief Financial Officer, has served for less than one year and is therefore fairly inexperienced with IAIA, the Executive Committee may decide to appoint one of the back-up appointees to perform the duties of Acting President. The Executive Committee may also consider the option of splitting executive duties among the designated appointees although only one appointee may serve as the Acting President.
- e. Cross-training plan for Appointees.
  - The President, with assistance from the Human Resources Director, shall annually review the abilities of the potential appointees in each of the priority functions of the President's position listed above in Section 1. This review will be conducted no later than January of each year and shall be on file in the President's office. Any necessary training shall be provided to ensure capability of team members to serve in this capacity.
- f. Authority and restrictions of the Appointee.
  - The person appointed as Acting President shall have the full authority for decision making and independent action as the regular President.
- g. Compensation.
  - The Acting President shall receive a temporary salary increase to 10% above her/his current salary.
- h. Board committee responsible for oversight and support of the Acting President
  - The Board Executive Committee shall have responsibility for monitoring the work of the Acting President, as it does for the President. The Executive Committee also will be alerted to the special support needs of the Acting President in this temporary leadership role.
- i. Communications plan.
  - As soon as possible after the Acting President has assumed temporary leadership, the Board of Trustees and the Acting President shall communicate the temporary leadership structure to the following IAIA stakeholders:
    - i. President's Cabinet;
    - ii. IAIA faculty, staff and students;

- iii. Alumni Council
- iv. American Indian Higher Education Consortium President and CEO
- v. Major donors.
- vi. New Mexico Congressional Delegation
- vii. New Mexico Tribal Leaders

**3. Succession plan in event of a temporary, unplanned absence -- LONG-TERM.**

- a. Definition: A long term absence is one that is expected to last more than three (3) months.
- b. Procedures: The procedures and conditions to be followed in appointing an Acting President shall be the same as for a short term absence with one addition:
  - The Executive Committee will give immediate consideration, in consultation with the Acting President, to temporarily backfill the management position left vacant by the Acting President. This is in recognition of the fact that, for a term of more than 3 months, it may not be reasonable to expect the Acting President to carry the duties of both positions. The position description of a temporary manager would focus on covering the priority areas in which the Acting President needs assistance.
- c. The Board of Trustees may also consider the appointment of an Interim President from external candidates provided that such appointment shall not exceed one year.

**4. Succession plan in event of a PERMANENT unplanned absence.**

- a. Definition: A permanent absence is one in which it is firmly determined that the President will not be returning to the position.
- b. The Board may consider the appointment of an interim president from external candidates to serve for not more than one year to allow for the selection of a permanent President.
- c. Procedures: The procedures and conditions shall be the same as for a long-term temporary absence with one addition:
  - The Board of Trustees shall implement the board-approved process of choosing a new permanent President.

**5. Approvals and maintenance of record**

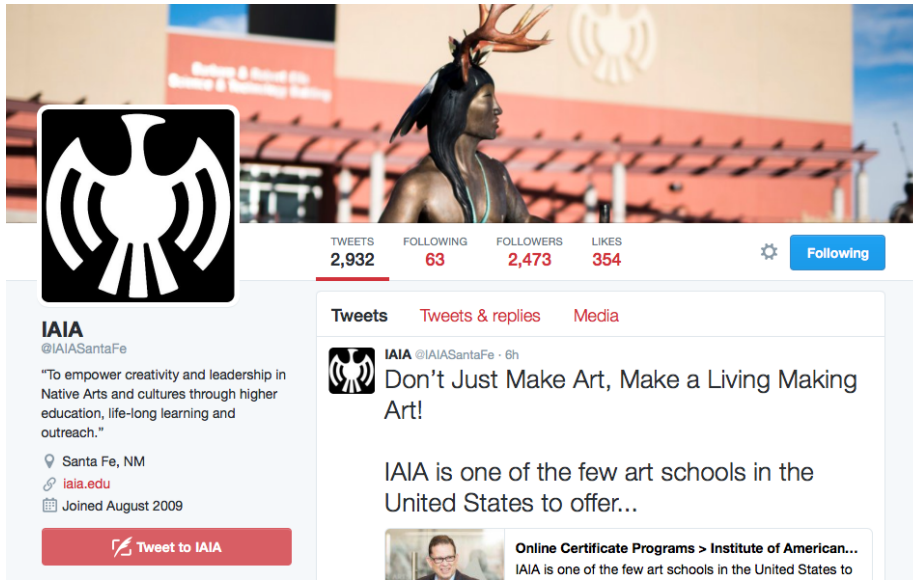
- a. This plan must be approved the Board of Trustees.
- b. This document is kept on file by the Board of Trustees, the President and the Human Resources Director.

### **2015-2016 IAIA Board of Trustee Goals**

1. Fiscal integrity: Board financial literacy, training on reading our financial statements, so that more members (besides the few) understand the financial side.
2. Financial Education: Financial training, understanding how Board decision impacts overall policy.
3. Board Performance: Increase Board visibility on campus and in the community.
4. Educational quality: Schedule a session on assessment, including institutional effectiveness. What does it all mean? How does the Board want to use this information?
5. Strategic Planning: Appoint representative (s) to Plan 2020 Strategic Planning Committee.
6. Recognizing Faculty: Recognize and reward Faculty – Honor Role
7. Partnerships: Continue to work on partnerships, i.e., Dartmouth College
8. Advancement goals
  - Support IAIA with monetary and in-kind gifts.
  - Solicit support from the Tribal Nations with which Trustees have affiliations
  - Provide new major donor contacts to Institutional Advancement
  - Host cultivation and/or solicitation events
  - Sign cultivation and thank-you letters to potential and existing donors
  - Fundraising: More involvement with the fundraising for the Performing Arts and Fitness Center.

# IAIA TWITTER CAMPAIGN DURING 2016 INDIAN MARKET

Setting up and successfully tweeting  
during Indian Market



## Join and Install Twitter App

1. Sign up and join Twitter at <https://twitter.com/signup> or by downloading the application in the Apple App Store or Google Play Store.
2. Personalize your Twitter profile.
3. Search for IAIA or @IAIASantaFe and click the Follow button.
4. Search for and follow your personal and professional contacts.

## Indian Market Tweets

During Indian Market and while visiting with IAIA Alumni (or IAIA Community) use the following hashtags to accompany your personalized tweets. Also, be sure to mention the IAIA Twitter page with the following code (@IAIASantaFe).

- #IAmIAIA #IAIAAlumni #IAIA #IAIAStudent

## Examples

Here are a few examples of how to use mentions and hashtags in tweets.

- I love @IAIASantaFe and #IAIAAlumni at Indian Market. #IAmIAIA
- Wow, #IAIAStudent Tania Larsson's art is amazing at Indian Market! #IAmIAIA #IAIA

For more information about how to use Twitter, see <https://support.twitter.com>

## Quick Stats

| Followers | Tweets | Joined Twitter |
|-----------|--------|----------------|
| 2,473     | 2,932  | 2009           |

To: IAA Board of Trustees  
From: Robert Martin, President  
Date: July 29, 2016  
Subj: Quarterly Board Report

## **Mission Objective 1: Improve Student Success**

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

- On October 7-9, the Association of Community College Trustees (ACCT) and the American Indian Higher Education Consortium (AIHEC) are hosting a second **Governance Institute for Student Success - Tribal Colleges and Universities 2** (GISS-TCU 2), in New Orleans. The purpose of the GISS-TCU 2 is to continue the dialog for developing expertise among leadership teams of TCU trustees, directors and presidents to engage in meaningful exchange and planning relative to governing for student success.

Kris Miller and JoAnn Balzer attended the first institute in San Diego. I am requesting at least two Board of Trustees to again attend this second institute as part of the IAA leadership team that will include our Chief Enrollment and Retention Officer and Director of Institutional Research as well as the President. It is important to participate because we know that student success and the completion agenda are emphasized by the United States Department of Education and our accreditors. We know that college governing boards and administrators are being held accountable for results. The use of data can help us measure our effectiveness as well as IAA's progress in student achievement and completion. The GISS provides boards with additional tools and data to assess effectiveness and IAA's evolution relative to student outcomes. It also is intended to assist Trustees in better understanding your role in facilitating student success and can therefore better support the college's initiatives targeted toward improving student success.

- As discussed previously, faculty, staff and administrators are participating in HLC's Persistence and Completion Academy. One of our projects is to improve student success by focusing on the freshman first-year experience, including a review of the developmental education courses. The HLC Persistence & Completion committee, with assistance from our HLC mentor and a consultant contracted to review the developmental education program, provided recommendations leading to the design of a pilot linked course ENGL 099 with FUND111 Drawing I, which will be offered in the Fall semester. In addition, a new Developmental Education Coordinator's position will be established, overseeing all developmental education courses and collect data on persistence and completion projects.

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

- Market strategies have been implemented to increase student enrollments both for off-campus and on-line programs. Social media, radio spots and print

advertising are being used to increase the awareness of these programs. In addition, four Business and Entrepreneurship courses will be held at the Higher Education Center for the Fall 2016 semester.

- Due to a \$48,000 Student Success Grant from the Bureau of Indian Education, the Summer Bridge Program doubled its enrollment over last year to 33 students. During the program's operation this summer, 31 out of the 33 students applied to IAIA as part of an IAIA recruitment information session and application exercise. There were 6 high school seniors (Fall 2016) and 25 juniors (Fall 2017) applications. The seniors were offered \$500 scholarship and we expect a number of them will accept and attend IAIA in the fall.
- To date, **299 new students have been accepted** for the 2016 Fall Semester, including freshmen or first-time students, readmits, transfers and MFA graduate students. Last year at this time, we had 236 students accepted but it is difficult to gauge the estimated enrollment because this is the first time New Mexico high school graduates were required to apply and be accepted to a college or university as part of their requirements for graduation.

### 1.3 Increase scholarship funds

- As reflected in the Advancement Office report, the level of scholarship funding available to our students continues to increase. **Alex Shapiro** and his staff are to be commended for their diligent efforts in building IAIA's fundraising capacity for scholarships.
- **Jon Davis**, MFA Program Director and **Ramona Ausubel**, MFA Program Fiction Mentor, have been cultivating the Taitanchi Foundation in Georgia for the past month. In July we received notice they are committing to ten years of scholarship funding at \$100,000 per year, for a total \$1 million dollars. We recently received the initial \$100,000 payment of the commitment, which allowed us to meet the match requirement for the \$50,000 Lannan grant.

### 1.5 Develop student leadership skills

- During our Plan 2020 formulation discussions, it was noted that the concept of **leadership** is prominently mentioned in IAIA's mission statement: To empower creativity and leadership in Native arts and cultures through higher education, lifelong learning and outreach. Given its prominence in our mission statement, we concluded that developing leadership capacity was inextricably linked to the success of our students. As a result, Plan 2020 lists developing student leadership skills as a priority under the mission objective to improve student success and acknowledges it as a responsibility of the total campus community. The Strategic Planning Committee also discussed the importance of developing a culture of leadership that encourages student voices, challenging but respectful dialogue, accountability and collaborative practices. Obviously we find guidance in our mission and objectives and also our core values.

Members of the Cabinet have developed a ranked listing of leadership qualities or skill-sets that their division, department or office believes should be incorporated into IAIA's academic, student life and administrative programs. In addition, they have identified existing programs and/or activities that promote delineated leadership qualities as well as proposed ones that could be established to advance student leadership capacity. The Cabinet as a whole will now consider a priority listing of leadership qualities and activities, which will then be disseminated to the Associated Student Government and the faculty and staff councils for their review and input.

- IAIA hosted the American Indian Higher Education Consortium (AIHEC) Student Congress "Leaders in Future Endeavors" (LIFE) Conference, May 24-26. Of the 37 tribal college and university student participants, six were IAIA students including four of our newly elected Associated Student Government officers. Carmen Henan, Student Life Dean and co-advisor of the AIHEC Student Congress, played a key role in organizing the LIFE conference.

### **Mission Objective 2: Strengthen Academic Programs**

- Dean Teters, Academic Dean has taken the lead role in strengthening assessment of student learning outcomes, improving the developmental education offerings and making progress in the academic program review process.

### **Mission Objective 3: Build College Community**

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

- The following is a listing of the 15 Artists in Residence selected by Dr. Lara Evans, Program Coordinator, and the selection committee, for the upcoming 2016-17 academic year:
  - September 2nd - September 30th, 2016 - Gerry Quotskuyva (Hopi) and Jason Garcia (Okuu Pín-Turtle Mountain)
  - September 5 - October 7 - Luke Parnell (Nisga'a, Haida)
  - October 7th - November 4th, 2016 - Erin Gingrich (Nome Eskimo Community) and Makita Trimble (Nisga'a, Tlingit)
  - November 11th - December 9th, 2016 - Demean DinéYazhi' (Zuni), Cannupa Hanska Luger (Mandan, Hidatsa, Arikara) and Liselotte Erdrich (Turtle Mountain Chippewa)
  - January 19th – February 17th, 2017 Wanesia Misquadace (Fond Du Lac Band of Ojibwa) and Meghann O'Brien (Kwakwaka'wakw)
  - February 24th – March 24th, 2017 - John Hagen (Aleut, Inupiaq), Marty Two Bulls (Oglala Sioux), Craig Dan Goseyun (San Carlos Apache)
  - March 30 - April 28, 2017 - Ka'ila Farrell-Smith (Klamath) and Anthony Lovato (Santo Domingo Pueblo).

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

- Marketing and Communications staff are increasing awareness among potential students, donors, alumni and the general public through the use of diverse media

outlets, including our website, social media, print, radio and digital electronic outlets. They also are cultivating relationships with both internal and external stakeholders.

### 3.7 Build a performing arts and fitness center

- The building design is essentially complete at 100% and construction cost estimates are within budget. Since we are funding this project with a combination of private and public funds, some of which must be obligated before the end of the fiscal year, a mini-contract will be executed for site preparation and utilities installation work. The primary construction contract will begin later following the November 9 ground breaking. An additional advantage of this approach is the concrete slab for the building will be in place before the onset of cold weather.
- Alex Shapiro and I continue cultivate and engage donors for contributions to the building capital campaign.
- IAIA's pre-application for \$1.2M from the United States Economic Development Administration (EDA) to assist in completing the construction of the Performing Arts and Fitness Center has been approved and we have submitted the full application for funding. We hope to receive word whether we are funded in the next few weeks.
- We are included in the 2016 State of New Mexico's Higher Education Bond for \$2 million, which will assist in completing the construction of the Performing Arts and Fitness Center, The General Obligation Bond will be on the November ballot for approval by voters.

### 3.9 Grow and maximize resources for college programs

- The Appropriations Committees in both the House and Senate passed their Interior-Environment Bills, which includes our general operations requested increase of \$216,000 plus full forward funding. Please see the appropriation bill language below. Of course there are many caveats -- it's early in the process, this is an Election Year and if there is a continuing resolution for the full fiscal year then the increases will be lost. This is good place to be, however, at this point in the appropriations process. This incredible achievement occurred because of Senator Tom Udall's tremendous support and efforts on behalf of IAIA and the work of his Interior appropriations staffer, Rachael Taylor.

### **Institute of American Indian and Alaska Native Culture and Arts Development**

|                                       |                     |
|---------------------------------------|---------------------|
| <b>Appropriations, 2016.....</b>      | <b>\$11,619,000</b> |
| <b>Budget estimate, 2017.....</b>     | <b>11,835,000</b>   |
| <b>Chairman's recommendation.....</b> | <b>15,212,000</b>   |



**The recommendation provides \$15,212,000 for the Institute of American Indian Arts, an increase of \$3,377,000 above the request and \$3,593,000 above the enacted level. The increase above the request shall be used to complete the Institute's transition to forward funding during fiscal year 2017 rather than to phasing in forward funding over multiple years as proposed by the administration. Amounts provided for fiscal year 2017 shall be supplemented by \$2,000,000 in prior-year carryover funds, for a total operating level of \$9,835,000. Requested increases for fixed costs and academic program requirements are included within the Committee's recommendation.**

- The \$800,000 renovation project to replace the Academic Building roof and air conditioning units should be completed by the second week in August, just before the beginning of the Fall Semester. As previously reported, we 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. As a result, we were able to replace only half of the evaporative coolers with air conditioning units. At the New Mexico Higher Education Capital Projects Hearing in Crownpoint, NM, recently, Larry Mirabal, CFO, presented our request for \$400,000 to complete the project. These funds, if approved, would come from the 2017 Severance Tax Bond.
- Larry Mirabal and James Mason have performed admirably in managing both the Performing Arts and Fitness Center design and construction project and the Academic Building renovation project.

#### **Mission Objective 4: Advance Contemporary Native Arts and Culture**

- 4.1 Expand collaboration between the museum, academic and student support programs
  - Danny McCoy, IAIA BA Museum Studies; Tracy Collins, Certificate Museum Studies; and August Walker, 2016 Museum Studies graduate, have worked or interned with the museum. In addition, IAIA student workers, under the supervision of James Mason, worked two days a week this summer with museum staff in painting, cleaning the courtyards and art park and generally helping where needed.
- 4.6 Strengthen the connection between the College, its Museum, and the larger Santa Fe community.
  - Felipe Colon, IAIA Faculty Council Chair, and Tatiana Lomahaftewa-Singer, Curator of Museum Collections, developed a Faculty Ad-Hoc Committee to improve collaboration between the Museum and the IAIA Academic programs.

#### **Mission Objective 5: Expand Capacity as a 1994 Land Grant Institution**

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

- A USDA Land Grant Programs Community Advisory Committee is being established that will include membership from New Mexico tribes; the United States Department of Agriculture, New Mexico State University, our 1862 Land Grant partner, and representatives from IAIA. This committee will provide guidance, advice and support as we build capacity as a 1994 Land Grant college .
- Funding has been provided to hire a part-time garden and green house manager.

To: Dr. Robert Martin, President  
From: Dr. Bill Sayre, Director, IR  
Date: July 21, 2016  
Subj: Quarterly Board Report

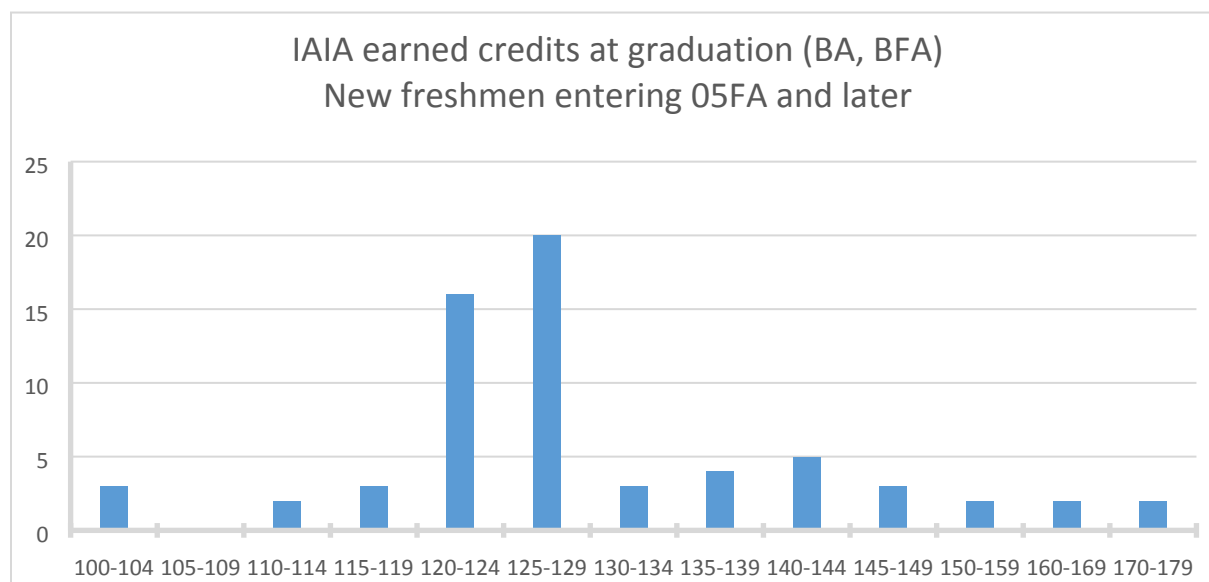
## Mission Objective 1: Improve Student Success

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

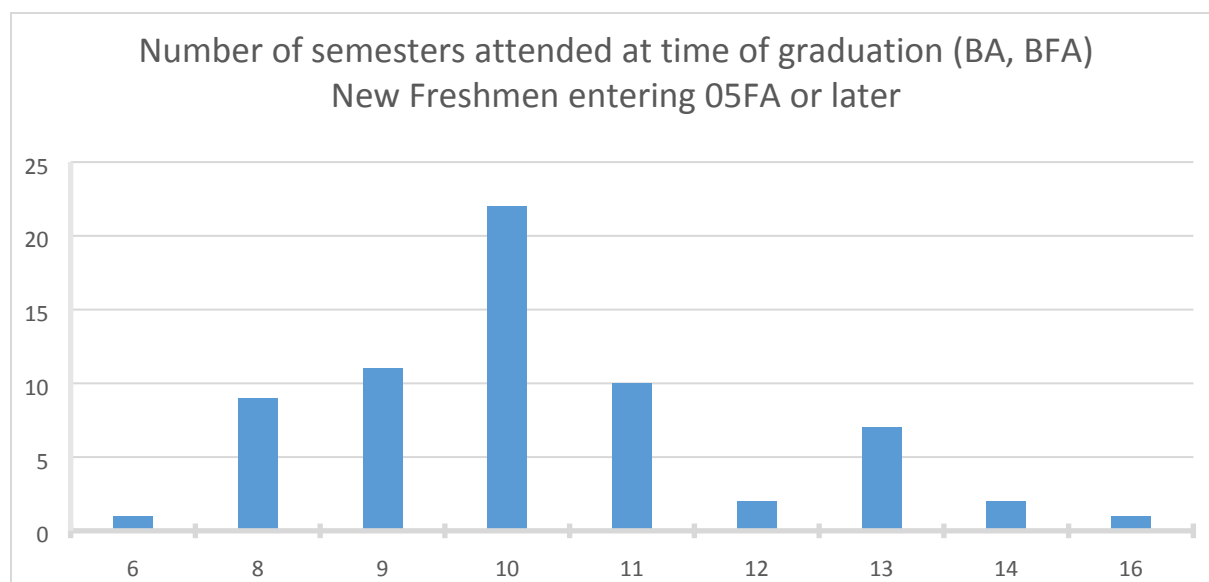
Other: Association of Community College Trustees' (AACT) Governance Institute of Student Success (GISS) report.

Larry Mirabal requested information from Institutional Research on information paralleling the Complete College America initiative that has been adopted by the NM Higher Education Department.

Number of credits earned at graduation: Majors during this period of time required between 120 and 130 hours. However, a small number of students earned substantially more than this amount. Individual cases have not been reviewed yet, but this could be due to a change in major. And students earning substantially less than 120 hours have transferred credit in from other institutions.



Number of semesters attended at graduation: Most students spend 10 semesters (five years) getting their degree. Further analysis indicates that students may not be maximizing the number of credits they earn each semester. We charge the same tuition for 12 to 18 credits, and the average number of attempted credits per semester is on the low side.



Nena Martinez Anaya is also reporting on student success in her report.

Charlene Teters is including datasets and analysis from Institutional Research in her report on the work of the HLC Persistence and Completion Academy team regarding Developmental Education.

## **Mission Objective 2: Strengthen Academic Programs**

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

Other: HLC Assessment Academy Team. This group has been discussing the best way to assess the general education program, a requirement of the HLC. We hope to apply our indigenous assessment model this fall.

### **2.2 Implement an academic strategic plan that will address Plan 2020 institutional priorities and future growth**

Other: An academic strategic planning group will be identified and begin meeting this fall.

## **Mission Objective 3: Build College Community**

Project: Institutional Research creates an annual/semester Fact Book and disseminates it widely. No action this quarter. 10%.

Project: Implement the Institutional Effectiveness Plan. No action this quarter. 25%.

Project: Prepare the 2017-2018 HLC Assurance Argument. 10%. Valerie Nye, Library Director, and I will again serve as co-authors and co-chairs. A Steering

Committee has been identified and will begin to meet shortly. It is made up of: Charlene Teters, Carmen Henan, Nena Martinez Anaya, Larry Mirabal, Chair of Faculty Council, Chair of Staff Council, student representative, alumni representative, and Board of Trustees representation, to be determined by the Board.

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

Other: The American College and University President Climate Commitment has updated and enhanced its climate commitments. Our next report is due in January, 2017.

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

Other: As part of the assurance argument, IR will research expenditures for professional development in FY16 to get an institute-wide picture on professional development activity.

To: Dr. Robert Martin  
From: Laurie Brayshaw  
Date: July 28, 2016  
Subj: Quarterly Board Report

## **Mission Objective 2: Strengthen Academic Programs**

### Sponsored Programs

Project: Identify potential external funding

The proposal to the Santa Fe Arts Commission was **funded** for \$12,000. The grant will fund marketing projects for four events that will take place on the campus and at the Museum. The events include the Rick Bartow exhibit, the twice yearly Writers Festival, the Pow-Wow, and the MACF Visiting Artists.

The proposal that was written for Steve Wall and submitted to AICF/Lannan was **funded** for \$10,000. The grant will fund two summer internships for ILS students and document their work.

A proposal for \$87,132 was written and submitted to the NEH Humanities Initiatives program for Steve Wall. The "Weh Geh" project will bring together twelve Humanities instructors from TCU's for a four-day workshop to discuss teaching Literature, History, Philosophy, and Research Methods from an Indigenous perspective. The workshop will take place on the IAIA campus with one topic covered each day.

A proposal for \$175,000 was written and submitted to the USDA Rural Development program. The proposal requests funding for the construction of the Multipurpose Performing Arts and Fitness Center.

A proposal was written and submitted to the National Endowment for the Arts for \$52,625 for Lara Evans. The proposal would fund five additional Visiting Artists from the regions that are not represented in the MACF grant.

A complete proposal was written and submitted to the Economic Development Association (EDA) requesting \$1,250,000 for the construction of the Multipurpose Performing Arts and Fitness Center.

Assisted Mats Reiniusson in the editing and submission of his proposal to the National Endowment of the Humanities Digital Projects for the Public for \$379,500 for 3D equipment and Contractors for a digital project that integrates the humanities, digital technology, and social networking.

Assisted Joannie Romero in editing the \$60,000 proposal for the NM Public Education Department. The proposal requests funding for the second year of the College and Career Readiness Program. The program would continue in the first two school districts and expand into three new school districts in the coming school year.

The following reports were completed and submitted:

- Title III Performance Profile for the U.S. Department of Education
- Infrastructure Capital Improvement Plan for the State of NM Department of Finance and Administration
- Yearly Capital Projects forms for the State of NM Higher Education Department
- Monthly Capital Project Monitoring System Reports for the three open Capital Appropriations from the State of New Mexico.

I attended the Bond C meeting for the New Mexico General Obligation Bond. The brochures and banners were handed out for us to start educating the public so that the bond can pass. Bond C would create approximately 2,000 jobs in the state, and taxes would not increase. 60% of the jobs will be construction, and 40% of the jobs are support for the construction industry (e.g. grocery stores, car dealers, etc.). Information for the bond can be found at [www.nmbondc.com](http://www.nmbondc.com) in the coming weeks. IAIA would receive \$2,000,000 for the construction of the Multipurpose Performing Arts and Fitness Center if the bond passes.

### Continuing Education

Project: Establish the Continuing Education Program

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

Nine courses are being developed to be offered through the end of 2016 (please see attachment). The courses will be offered on the IAIA campus and negotiations are taking place with the instructors. The courses include:

- Strategic Planning and Leadership Development for Tribal Programs
- Communications for Tribal Programs
- Grant Writing for Tribal Communities
- Culturally and Linguistically Responsible Pueblo Indian Education
- Introduction to Digital Arts
- Healthy Eating, Healthy Living
- Program Management
- Project Management for Agricultural Programs
- Telling Your Digital Indigenous Language Story

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

Institutional Research continues to work with the Empower database to determine how we can incorporate a separate site that is specifically for Continuing Education registration and courses into our existing system. Currently, Wufoo forms are used to register Continuing Education students. The forms are connected to a PayPal site for payment. The registration information is then entered manually into Empower so that the student information can be included in state, federal and AIHEC reports.

A draft of the webpage for Continuing Education is going through the final review process. Students will be able to learn about and register for courses, Educators will be able to obtain information on the College & Career Readiness Program, and organizations can learn how IAIA can partner with them to offer CEU's at their conferences and workshops. Information regarding current programs and future courses will be and Continuing Education will be able to make a presence on the new IAIA website.

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

The IAIA College & Career Readiness Program was delivered to 24 middle school students in the school districts of Jemez Valley & Pojoaque Valley Public Schools. The curriculum helped students and their families become familiar with the college and career planning process. The program gave the students tools to stay motivated in high school, along with key skills to successfully begin a career. Students were also instructed on the college application process and the information that they would need to successfully apply to college. Each student was given materials to take home and reference over the coming years along with age appropriate novels and literature to keep them interested in education over the summer.

Culture Based Education workshops geared towards K-12 educators were held on the IAIA campus and at Jemez Pueblo. The two workshops were led by Dr. Glenebah Martinez and Dr. Christine Sims from UNM. 99 participants gained a better understanding about cultural sensitivity as well as how to integrate more culturally relevant material into the mainstream classroom setting. 90% of participants strongly agreed that the Culture Based Education Workshops were beneficial and met their expectations. We also received great feedback regarding topics for future courses.

An 11-minute documentary (can be viewed [here](#)) was also developed as a part of the project and was submitted along with our final close-out report to our funding agency.

#### Target Area IV: Recruit Instructors & Volunteers

Efforts to recruit volunteer instructors from state associations (e.g. NM Bar Association, NM Society of CPA's, NM Public Health Association, etc.) did not prove to be fruitful at this time. We will now look at paying instructors to present the courses, and offering courses for a larger fee than we initially anticipated. We may have to supplement the instructor fees with the funds that were earned from the registration of educators for the College and Career Readiness Program workshops.

We will be approaching Native American graduate students at UNM to teach in the Pueblos. This will help them build their resumes and they may have the extra time to travel to the Pueblos and teach a course. Volunteers may still be sought in the future if the opportunity presents itself.

We will also look into recruiting instructors from the Pueblo communities such as Alvin Warren from the W.K. Kellogg Foundation, Phoebe Suina from High Water Mark



environmental consulting company, and Elmer Torres from Than Povi Fine Art to teach workshops. The new plan would bring in Native professionals that have experience with local, state, and federal government and can share their knowledge in workshops.

#### Target Area V: Provide CEU's for Conferences/Symposia/Workshops

Meetings have been held with Nick Williams, Executive Director of Catalyst in Albuquerque. Catalyst holds workshops that show how achieve your goals in starting a business or helping your community. They are interested in partnering so that we may offer CEU's to their clients for the workshops they host locally and nationally.

Initial meetings have also been held with Inee Slaughter, Executive Director of the Indigenous Language Institute in Santa Fe. We are also proposing offering CEU's for the courses that they teach locally and nationally.

#### Target Area VI: Continue to Build & Refresh Partnerships with Tribal Communities & Other Organizations

Continuing Education has continued to build new partnerships with organizations such as the Coalition to Stop Violence against Native Women, Tewa Women United, Jemez Valley Public Schools, Pojoaque Valley Public Schools and their Tribal Education Department, the Tribal Education Offices of Pueblo de Cochiti, and the Santo Domingo Tribe. The partnerships were essential in expanding the proposed second year of the College and Career Readiness Program. The Tribal Communities now have an established route of communication to us for ideas and creating collaborative efforts.

### **Mission Objective 5: Expand Capacity as a 1994 Land Grant Institution**

#### Sponsored Programs

A \$50,000 proposal to the EPA Tribal EcoAmbassadors Grant Program was written and submitted for the Land Grant program. The proposal requested funding for student researchers and a gardener to conduct research projects in the IAIA greenhouse and in Tribal communities with an IAIA mentor. The research will then be presented and shared with the Tribal Communities and placed on the IAIA website.

To: Dr. Robert Martin  
From: Eric Davis  
Date: July 20, 2016  
Subj: Quarterly Board Report

## **Mission Objective 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. Most of the minor technical issues have been solved, although we're still addressing some design concerns. The site is, for the most part, fully 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 has continued to stay 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)  
10% (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. We will consider updating it at some point next year, but I believe that it still has some life in it. The large number of incoming freshmen leads me to believe that the image and messaging still resonates with our target audience. We continue to increase our exposure on-line utilizing social media (primarily Facebook, although we are launching a large Twitter Campaign around Indian Market. Expect greater exposure for the #IamIAIA hashtag in 2016 via Twitter, etc.. The current number of “likes” for our main page is over 16,000 with recent posts reaching over 50,000 people. 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 – 90%

**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, Green Fire Times, 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 still 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 – 90%

**Other:** Our weekly radio program on KSFR continues to receive good response from the local audience,. 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, Ty Defoe, and LaDonna Harris.

**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. On the table are possible opportunities with Ortega’s on the Plaza, the Film Festival, AHA Festival, 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:** Once again the Marketing and Communications department created a video featuring students who are current scholarship recipients, to be shown at the scholarship dinner. Students, in their own words, tell of how the scholarships helped them attend IAIA and move towards achieving their life goals. Last year it was warmly received at the event -- and in subsequent showings to a variety of stakeholders. This year we improved the technical quality and increased the number of students featured.

### **Mission Objective 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 will continue to take 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 event -- 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, social media guidelines for all stakeholders, and the new style guide.

% 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. 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. As noted above, 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. The Press Tour of the campus and museum in mid-May with media representatives from publications based throughout the country and Canada through the Santa Fe City Communications Department was very successful, and am currently waiting for copies of the stories generated from the visit.

**Other:** Media Training for Key Stakeholders. As part of my activities with the Emergency Committee, I have developed 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. Presentation is planned for July 19.

**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 still to be added. Our new website has provided additional opportunities for consumers to join our mailing list -- which has generated an additional 550 names.

% completed – 90%

**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 75%

**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 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 last Open House, which will be repeated this November. 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. Completed a video (developed by the architect, narration added in-house) to assist in the efforts to raise capital for the building.

## **Mission Objective 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 had planned to utilize common management between the school bookstore and museum store to promote events at both venues, but with recent changes will need to reexamine tactics.

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

**Other:** Continuing to Add 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.

### **Mission Objective 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:** July 28, 2016  
**Subject:** Quarterly Board Report

## **Mission Objective 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 educational and technical assistance through outreach under the Land Grant priorities (strengthening: 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 land grant institution.

The Director of Land Grant Programs completed the IAIA Land Grant Programs Community Advisory Committee structure document. The document was approved by the President and the Director will start recruiting for committee participants. Participants will include members from the Ten Southern Pueblos, Eight Northern Pueblos, Navajo, Apache, farmers, ranchers, local, state and federal agricultural professionals and specialists, NMSU Cooperative Extension partners, and IAIA staff, faculty and students. The advisory committee will provide further input on current programs, increase community engagement and assist with approaches to deliver culturally relevant outreach, research and teaching programs. The effort will strengthen relations between IAIA and New Mexico tribal communities. *Please see the final committee structure document under the Appendix section.* (Percentage Complete: 90%)

### 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 programming 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 previously collected 15 soil samples from 11 Pueblo farmers (San Ildefonso, Taos, Ohkay Owingeh, Nambe, Santo Domingo, Sandia, and Jemez). The Director followed up with farmers and provided them with an interpretation of their soil results.

The Director has also been directly involved with co-coordinating the November 2016 FALCON conference with USDA-NIFA and sister 1994 land grant institutions (to be held in Albuquerque). The FALCON conference assembles tribal colleges and universities with Land Grant status. A tour of IAIA was requested and participants will attend a pre-conference tour at IAIA on November 4, 2016. (Percentage Complete: 75%)

The Director hired Karen Hagel as the new part time Gardener and Landscape Technician with assistance from the President utilizing endowment resources. (Percentage Complete: 100%) Karen reporting directly to the Director. Karen is a Master Gardener, a Certified Nutritionist, has a B.S. in Child Health Education and has 25 years of Sustainable Business Development and Management. She has founded Community Supported Agriculture organizations, consults on both permaculture garden design and restructuring companies to become "Green". Karen will assist the Director with building greenhouse and garden production capacity to become a vendor for Bon Appetite and develop continuity with on-campus greenhouse and garden demonstration projects. (Percentage Complete: 40%)

The Director also submitted two grant proposal for the Chamiza Foundation preservation of culture grant and an Eco-Ambassador grant. The Director was awarded the Chamiza grant and is awaiting notification for the eco-ambassador grant. (Percentage Complete: 90%)

### 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 to exposes IAIA tribal college students to agricultural research in an effort students will gain research design and methodology skills. Four summer research assistances will be completing their experience under the 2016 summer research program. Student projects included New Mexico landrace chile peppers

beginning farming experience and pest control on chile peppers. Students will provide a research paper, poster and a PowerPoint presentation in completion of their requirements. Students will have gained research experience and will present their findings in August 2016 at a public forum to see if their research impacts and/or benefits tribal communities. (Percentage Complete: 90%)

The Director also collaborates with individual communities, local, state and national organizations to develop youth programs at community sites. The Director is assisting the Intertribal Agricultural Council and Santa Clara cooperating to recruit students for the Native Youth in Food & Agriculture Regional Summit on August 19-21. (Percentage Complete: 70%)

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. 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 MOU developed in collaboration with Santa Clara Pueblo, the Director and the Continuing Education Manager has been submitted through the Pueblo's Governor's office for approval. The Director is awaiting notification. (Percentage Complete: 70%)

The Director is involved with internal collaborations with the IAIA Fitness department as one of the efforts to strengthen ties between Land Grant program and IAIA in general. The event is to promote healthy food awareness among IAIA staff, faculty and students. The Director and Fitness Director are co-coordinating the IAIA Food Day for October 24, 2016 through October 27, 2016. (Percentage Complete: 60%)

The Director and Karen Hagel will promote an integrated program to couple agriculture, health, wellness and culture. Produce grown on campus and delivered to Bon Appetite promotes local access to healthy and fresh food. Additionally the on-campus garden and greenhouse projects will increase gardening among the IAIA community and couple tribal

cultural agricultural practices with western techniques such as raised bed gardening and the use of greenhouses. (Percentage Complete: 60%)

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 Director oversees the USDA-RD grant program to increase farmer and rancher participation to submit complete and competitive USDA VAPG, REAP, and RBEG grant applications. The Director is working with Kenneth Pin and hired Thelma Antonio as the second independent contractor, to assist the Director with field work. Based on interactions during site visits with beginning farmers, ranchers and program coordinators, the Director and contractors identified at least two factors limiting their participation in USDA programs (1) the stakeholders have varying capacity levels and (2) there is a disconnect between USDA and stakeholders. The Director developed a tribal needs survey to document community input. Surveys focused on assessing capacities. *Please see the survey used to collect data under the Appendix section.* The Director collected 32 responses from 11 tribal communities (Jicarilla Apache, Navajo, and Pueblos Acoma). The results will be assessed once we have gathered response from the majority of New Mexico tribal communities to document capacity levels, asses the gap between USDA and stakeholders, and allow project staff to develop workshops and trainings. The stakeholders who were at varying capacity levels will be introduced to strategic planning for their farm or ranch's past and current situations, threats and opportunities to plan for the future. They will also receive basic planning and record keeping training. This is in an effort to build their capacities enabling them to participate in USDA programs. (Percentage Complete: 55%)

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 are co-coordinating to develop a solar thermal system to heat a concrete floor in the greenhouse for Phase I. The cost is anticipated to be \$60,000 and additional resources will be identified in order to move forward with the Phase 1. (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%) The Director co-applied for the USDA-Beginning Farmer and Rancher grant with NMSU and is awaiting notification if awarded. (Percentage Complete: 90%)

**Other:** *Strategic planning to build relationships between 1994s and 1862s with USDA NIFA cooperating.*

The Director participated in the first USDA-NIFA strategic planning session to develop opportunities for 1994 and 1862s to build relationships, share stories of success of relationships, and discuss future initiatives to promote partnerships, engagement and success. The Director will travel to meet with USDA National Program Leaders and other 1994's in September 2016 to go over the strategic plan and develop milestones to increase partnerships. (Percentage Complete: 30%)

## APENDIX I.

### Institute of American Indian Arts

**Name:** IAIA Land Grant Programs Community Advisory Committee

**Charge:** The Advisory Committee will make recommendations regarding the delivery and implementation of educational and technical assistance under outreach, research and teaching programs that focus on Land Grant strategic priority areas (to strengthen crop production programs, native youth programs, small agricultural business and health and wellness programs) to promote healthy Native communities.

**Committee Responsibilities:**

1. What strategies should the Land Grant Programs consider to determine and prioritize New Mexico tribal communities outreach, research and teaching needs?
2. What strategies should the Land Grant Program consider—
  - a) to determine and prioritize Native communities needs and
  - b) align with the Institutional priorities?
3. What strategies should be considered to develop an effective Land Grant Program to strengthen IAIA's continuity of services?
4. How can the Land Grant Programs build collaborations across IAIA, Native communities that will enhance its effectiveness in supporting -
  - a. IAIA's mission and priorities and
  - b. coordination and implementation of workshops, trainings and conferences?
5. What specific experiences, proficiencies, competencies and critical skills should beginning farmers and ranchers have in order to be prepared to achieve their agricultural goals?
  - a. what are the measurable learning outcomes to be considered in producer assessment?
6. What specific experiences, proficiencies, competencies and critical skills should IAIA students and Native youth have in order to be prepared to achieve their academic goals?
  - a. what are the measurable learning outcomes to be considered in student assessment?
7. What is the current status of the Land Grant Program's
  - a. infrastructure to provide programs and
  - b. strategic plan and
  - c. what should be considered in the plan for the future?
8. What measurable outcomes are to be considered in program assessment and evaluation?

Committee Membership: (13) Quorum: 7

Chair (1) \*Note: Chair is elected from body

Body: IAIA College Faculty/Staff (2)

IAIA Student Representative (1)

Ten Southern Pueblo Members (2)

Eight Northern Pueblo Members (2)

Navajo and/or Jicarilla Apache Member (2)

NMSU CES Associates (2)

Ag. Professionals/Specialists (Local, State/Federal) (2)

TBA

TBA

TBA

TBA

TBA

TBA

TBA

TBA

Meeting: Meet quarterly (January, March, June & September) during the calendar year.  
Time: Quarterly, Tuesday 10:00 am-11:00 am  
Location: CLE Conference Rm. 1  
Reports to: Charlene Carr, Director of Land Grant Programs



**Community Needs Survey**  
**Institute of American Indian Arts**



Please complete this survey for IAIA to determine how best  
to serve you and your community.

**For Land Grant Office Use Only: Contact Information**

Name & Tribal Community: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Email Address: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Please Respond**

**What is your experience in agriculture?**

\_\_\_\_\_  
\_\_\_\_\_

Circle all that apply: What best describes you?

Farmer

Rancher

Both

Program  
Director

Circle all that apply: What do you raise?

Livestock

Crops

Both

Other

**What do you produce?**

\_\_\_\_\_  
\_\_\_\_\_

**How long have you farmed/ranched?**

0-5  
Yrs

5-10  
Yrs

Over 10  
Yrs

**Do you have a nursery:**

Hoop House

Greenhouse

How many? \_\_\_\_\_

**How much land do you have for production?**

\_\_\_\_\_ acres

**Have you ever applied or been assisted by USDA?**

\_\_\_ Farm Service Agency

\_\_\_ Rural Development

\_\_\_ Natural Resource Conservation Service

\_\_\_ Other: \_\_\_\_\_

\_\_\_ None

**What are your goals for your operation and/or other interests?**

\_\_\_\_\_  
\_\_\_\_\_



Please identify if you have documents and rank (1-not important, 2-neutral, 3-important) the topics that are important to you to reach the next level of your business goals.

| Topics  | I Do Not Have: | I Have: | Not Important | Neutral | Important |
|---|----------------|---------|---------------|---------|-----------|
| Applications from USDA Programs:  |                |         | 1             | 2       | 3         |
| Farm Service Agency   |                |         | 1             | 2       | 3         |
| NRCS  |                |         | 1             | 2       | 3         |
| Rural Development   |                |         |               |         |           |
| Develop a Strategic Plan- to develop goals and organize your operation with your goals          |                |         | 1             | 2       | 3         |
| Develop a Business Plan   |                |         | 1             | 2       | 3         |
| Record Keeping  |                |         | 1             | 2       | 3         |
| Grant Writing / Application Submission  |                |         | 1             | 2       | 3         |
| Grant Management  |                |         | 1             | 2       | 3         |
| Develop a Cooperative / Association   |                |         | 1             | 2       | 3         |
| Develop Marketing Strategies - move beyond sustenance; building a business, to sell to a market |                |         | 1             | 2       | 3         |
| Best Practices - as it relates to grant process or farm/ranch operations                        |                |         | 1             | 2       | 3         |
| Identifying markets for your production   |                |         | 1             | 2       | 3         |
| Other:  |                |         | 1             | 2       | 3         |

What kinds of assistance do you need to further grow your operations?  
(i.e.Funds, technical assistance, more staff, more land, etc.)

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What kinds of funding do you wish to learn about?

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| Which type and location of trainings do you prefer? |               |         |           |
|---|---------------|---------|-----------|
|   | Not Important | Neutral | Important |
| Conferences   | 1             | 2       | 3         |
| Workshops   | 1             | 2       | 3         |
| Training  | 1             | 2       | 3         |
| Continuing Education Courses                        | 1             | 2       | 3         |
| Online Courses                                      | 1             | 2       | 3         |
| Take at your community                              | 1             | 2       | 3         |
| Take at IAIA  | 1             | 2       | 3         |
| Take at another place:                              | 1             | 2       | 3         |

| Preferred time of day? | Not Important | Neutral | Important |
|------------------------|---------------|---------|-----------|
| Mornings               | 1             | 2       | 3         |
| During the Day         | 1             | 2       | 3         |
| Evenings               | 1             | 2       | 3         |
| Weekends               | 1             | 2       | 3         |

**What are your experiences with USDA programs and how can they improve?**

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**Are you willing to show your farm/ranch as a best practice or on an exchange tour with others?**

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**If so, what would you like to visitors to see?**

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**Other Comments:**

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**END REPORT**

To: Dr. Robert Martin  
From: Lawrence T. Mirabal, CFO  
Date: 7.28.16  
Subj: Quarterly Board Report for Finance, HR, IT, Facilities, Bookstore and Museum Store

## **Mission Objective 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 roughly 60% of a suite of custom reports, that is being developed by COMSPEC. The team has been assured that the remainder of these reports will be completed by 9/30/16.

This project has an expected completion date of 9/30/16.  
95% complete

## 1.2 Increase enrollment; improve retention and completion.

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

The CFO will 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** – Options continue to be explored. The data initially requested from I.R. for this project has yielded a wealth of other ideas and possibilities. Many of these ideas reach outside of the purely financial realm. In the months and weeks to come, the CFO would like to work closely with the I.R. Director and other parties on campus that have a deep interest in on-time degree completion. The goal of this work will be to formulate a menu of recommendations for increasing on-time degree completion, that can be reviewed by the academic side of the college, as well as the President.

This project has an expected completion date of 9/30/16.  
35% complete

## **Mission Objective 3: Build College Community**

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

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

**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 ’15 semester. The Board of Trustees have also received two presentations in their series of four. These presentations were well-received and seemed to add value. The Board of Trustees will receive their third training presentation at the November ’16 meeting.

This project has an expected 2/28/17 completion date  
75% complete

3.7 Build a performing arts and fitness center.

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

**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** – Design and engineering work was completed on the project in the spring of 2016. On

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.

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

## **Mission Objective 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 is now complete.**  
**100% complete**

## **Departmental Reports:**

### **Finance/Office of the CFO:**

- Hiring replacement managers for both the Bookstore and the Museum Store has been a top priority for the CFO, during this reporting period. Not only has the hiring itself been a lengthy process, but so has coordinating the existing projects and priorities between the outgoing and incoming managers.
- The FY17 budget has been completed by the CFO and the finance team, during this reporting period.
- The CFO continues to work closely with the Facilities Director and the college's owner's representative to complete the academic building project, as well as move forward with work on the performing arts & fitness center.
- The CFO recently presented IAIA's plan for phase II of the academic building HVAC replacement project to the NM Higher Education Dept. The presentation included an ask of \$400,000 in severance tax funding to complete the project.

### **HR:**

Key initiatives and projects this reporting period:

- The IAIA Employee Health and Wellness Fair was held on June 21, 2016. A representative from CIGNA Health attended and gave a presentation on wellness programs and resources. A representative from Daniels Insurance also gave a presentation on using the network and trouble-shooting for claims. Team activities, contests, and a picnic followed.
- As a follow up to the Health and Wellness Fair, a biometric screening for employees is planned for September 20, 2016. The screening will provide employees with information on their health numbers (cholesterol, triglycerides, blood pressure, etc.) and private consult with healthcare professionals.
- Approved changes to the staff and faculty grievance processes were added into the staff and faculty manuals. The updated manuals are available through the staff and faculty website portal.
- 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 **April 2016 – July 2016:**
  - 2 staff employees left IAIA, both were voluntarily resignations:
    - 1 staff employee left for personal reasons:
      - Retention Specialist (4 years of tenure)
    - 1 staff employee retired:
      - Office Coordinator (25 years of tenure)
  - On the recruitment side, the following 10 positions were filled during this reporting period:

- Staff (Assistant to the Faculty) and not Native
  - Staff (Museum Preparator and Exhibitions Coordinator) and Native
  - Staff (Retention Specialist) and Native
  - Staff (Career Advisor) and not Native
  - Staff (P/T Gardener and LS Technician) and not Native
  - Staff (Book Store Manager) and not Native
  - Staff (Museum Store Manager) and not Native
  - Faculty (Assistant Professor, Metals) and Native
  - Faculty (Assistant Professor, Painting) and Native
  - Faculty (Assistant Professor, Jewelry) and Native
- The HR Department is currently processing and hiring adjunct instructors for the 2016 fall semester.

### **Facilities:**

- Staff cleaned and repainted 5 casitas after families moved out. Cleaned all Residence Center rooms at the end of the semester, then supported our conference season cleaning as rooms were used and vacated.
- The Facilities Dept. is overseeing the installation of HVAC (Heating, ventilation, air conditioning unit) in the hogan. Previously the Hogan was heated by a wood stove, and several inefficient electric baseboard heaters. Any ventilation was provided by stand up fans. There also was no air conditioning. The hogan is now available for campus usage year round. The wood stove will not be removed. Facilities also managed the installation of plumbing for a propane stove and upgraded the electrical service for a new refrigerator in the downstairs kitchen, in coordination with IAIA Sponsored Programs office.
- Facilities worked closely with Museum staff, providing summer worker support for 9 workdays at the museum, for over 170 hours of labor (painting, cleaning, organizing, raking, weeding etc.) to support the Museum and the Museum Store.
- IAIA and Facilities hosted State of New Mexico, Human Services Department for a presentation on Medicare Changes for Native Americans. Attendance estimate of 60.
- IAIA and Facilities hosted a retirement ceremony for Arthur “Butch” Blazer, of the Mescalero Apache Nation, as he retired from the United States Dept. of Agriculture. Attendance estimate of 50.
- Campus Public Art purchased the following: A glass bowl by Russel Frye and an original piece by Amber Byars.

### **IT:**

- Toby Martinez, our IT Systems Manager, passed and earned his first certifications for VMware. The certification that Toby passed is one of four certifications available to VMWare software professionals.



- We have just completed an upgrade to our virtual server infrastructure. We were on version 5.5 and have now have upgraded to version 6.0. The upgrade now allows for a more robust business continuity environment for IAIA.
- For the year July 1, 2015 through July 1, 2016 the IT Dept. closed 1510 support tickets.
- The projector in the CLE Commons was replaced by a newer and more modern projector. The old projector was intermittently failing.

### **Museum Store:**

- Guillermo Tilley has tendered his resignation as both the Museum store and Bookstore manager. He will be leaving the college on 8/23.
- Miria Caldwell has been hired as the new Museum store manager. Ms. Caldwell comes to us with a retail and art background. She is quickly getting up to speed in her new position. We are excited to have her on board.
- Many of the initiatives from the last report have been implemented. Those that have not are being assessed and decisions are being made on which to continue forward with, given the change in management.

### **Campus Bookstore:**

- Rachel Machovec has been hired as the new Bookstore manager. She has experience with both our P.O.S. system in the store, as well as with the Rafter textbook system. We are excited to have her on board.

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

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

**FINANCIAL STATEMENTS**

**As of June 30**

**BUDGET TO ACTUAL - SUMMARIZED**  
**IAIA & AUXILIARY**  
**For the Nine Month Period Ending June 30, 2016**

|                                 | <b>TOTAL<br/>BUDGET</b> | <b>TOTAL<br/>ACTUAL<br/>EXPENDITURES</b> | <b>TOTAL<br/>BUDGET<br/>REMAINING</b> | <b>%<br/>REMAINING</b> |
|---------------------------------|-------------------------|--|---------------------------------------|------------------------|
| <b>EXPENDITURES BY CATEGORY</b> |                         |  |                                       |                        |
| COST OF SALES                   | \$ 159,824              | \$ 152,600                               | \$ 7,224                              | 5%                     |
| SALARIES & FRINGE BENEFITS      | 7,305,710               | 5,018,134                                | 2,287,575                             | 31%                    |
| OPERATING EXPENSES              | 1,100,118               | 713,672                                  | 386,446                               | 35%                    |
| FOOD & CATERING                 | 714,505                 | 513,285                                  | 201,220                               | 28%                    |
| PROFESSIONAL SERVICES           | 843,719                 | 526,589                                  | 317,130                               | 38%                    |
| SCHOLARSHIPS & FELLOWSHIPS      | 18,000                  | 5,370                                    | 12,630                                | 70%                    |
| M&R, UTILITIES & OTHER          | 1,407,830               | 986,943                                  | 420,887                               | 30%                    |
| TRAVEL                          | 277,724                 | 222,432                                  | 55,292                                | 20%                    |
| TRAINING                        | 70,887                  | 29,108                                   | 41,779                                | 59%                    |
| VEHICLES                        | 63,574                  | 28,280                                   | 35,294                                | 56%                    |
| NON-BUDGETED AUX. REVENUES      | 0                       | -1,000                                   | 1,000                                 | 0%                     |
| <b>TOTAL EXPENDITURES</b>       | <b>\$ 11,961,890</b>    | <b>\$ 8,195,413</b>                      | <b>\$ 3,766,477</b>                   | <b>31%</b>             |

|  |                      |                     |                     |            |
|--|----------------------|---------------------|---------------------|------------|
| <b>EXPENDITURES BY DEPARTMENTS</b>       |                      |                     |                     |            |
| BOARD OF TRUSTEES                        | \$ 82,503            | \$ 71,654           | \$ 10,849           | 13%        |
| OFFICE OF THE PRESIDENT                  | 699,436              | 408,422             | 291,014             | 42%        |
| INSTITUTIONAL RESEARCH                   | 288,645              | 136,316             | 152,329             | 53%        |
| INSTITUTIONAL ADVANCEMENT                | 365,530              | 250,891             | 114,639             | 31%        |
| FINANCIAL SERVICES                       | 679,553              | 468,777             | 210,776             | 31%        |
| INFORMATION TECHNOLOGY                   | 444,170              | 271,705             | 172,465             | 39%        |
| CENTER FOR STUDENT LIFE                  | 420,460              | 299,456             | 121,004             | 29%        |
| ADMISSIONS & RECRUITMENT                 | 308,092              | 228,449             | 79,643              | 26%        |
| FACILITIES MANAGEMENT                    | 1,405,432            | 1,103,155           | 302,277             | 22%        |
| MUSEUM                                   | 966,755              | 609,385             | 357,370             | 37%        |
| ACADEMIC DIVISION                        | 2,959,406            | 2,040,867           | 918,539             | 31%        |
| STUDENT SUCCESS CENTER                   | 690,416              | 501,810             | 188,606             | 27%        |
| LIBRARY                                  | 388,985              | 271,655             | 117,329             | 30%        |
| MFA CREATIVE WRITING PROGRAM             | 602,672              | 400,907             | 201,765             | 33%        |
| MUSEUM SHOP                              | 265,563              | 209,194             | 56,369              | 21%        |
| CAMPUS BOOKSTORE                         | 156,000              | 113,566             | 42,434              | 27%        |
| STUDENT HOUSING                          | 959,392              | 701,482             | 257,910             | 27%        |
| CONFERENCE SERVICES                      | 103,430              | 51,534              | 51,896              | 50%        |
| STRATEGIC PRIORITIES PROJECTS            | 175,450              | 56,676              | 118,774             | 68%        |
| NON-BUDGETED AUX. INITIATIVES (Net)      | 0                    | -490                | 490                 | -          |
| <b>TOTAL EXPENDITURES BY DEPARTMENTS</b> | <b>\$ 11,961,890</b> | <b>\$ 8,195,413</b> | <b>\$ 3,766,477</b> | <b>31%</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                        | 511,373              |
| Offset Museum Shop & Campus Bookstore             | (351,563)            |
|   | <b>\$ 12,699,411</b> |

# STATEMENT OF REVENUES - COMPARATIVE

## IAIA & AUXILIARY

### Third Quarter Comparison - FY16 & FY15

|   | FY16                            |                                    |                                   | FY15                                      | Variance Between                                  |
|---|---------------------------------|------------------------------------|-----------------------------------|---|---|
|   | Projected<br>Annual<br>Revenues | Actual<br>9 Months To<br>6/30/2016 | % of Projected<br>Achieved<br>YTD | Actual<br>9 Months<br>Ending<br>6/30/2015 | FY 16 & FY15<br>YTD Actual<br>Positive/(Negative) |
| <b>REVENUES</b>                                 |                                 |                                    |                                   |   |   |
| Federal Appropriation                           | \$ 9,469,000                    | \$ 9,619,000                       | 101.6%                            | \$ 9,469,000                              | \$ 150,000  |
| Tuition & fees                                  | \$ 1,023,663                    | \$ 1,113,427                       | 108.8%                            | \$ 849,456                                | \$ 263,972  |
| Distance Learning/Academic Tech.                | 133,700                         | 48,972                             | 36.6%                             | 83,910                                    | (34,938)  |
| MFA Creative Writing Program                    | 565,000                         | 243,477                            | 43.1%                             | 246,051                                   | (2,574)   |
| Student Fitness Center                          | 13,000                          | 6,348                              | 48.8%                             | 4,650                                     | 1,698   |
| Residence Hall                                  | 455,816                         | 425,471                            | 93.3%                             | 391,249                                   | 34,222  |
| Family Housing Rentals                          | 169,950                         | 206,882                            | 121.7%                            | 173,032                                   | 33,850  |
| Meal Plan                                       | 386,739                         | 493,901                            | 127.7%                            | 403,442                                   | 90,459  |
| Conference Services                             | 110,000                         | 38,850                             | 35.3%                             | 4,665                                     | 34,185  |
| Museum Admissions                               | 73,500                          | 73,022                             | 99.4%                             | 60,133                                    | 12,889  |
| Museum Shop Sales                               | 184,969                         | 145,491                            | 78.7%                             | 179,670                                   | (34,180)  |
| Campus bookstore sales                          | 62,000                          | 91,675                             | 147.9%                            | 46,074                                    | 45,600  |
| Museum memberships                              | 40,000                          | 28,926                             | 72.3%                             | 29,821                                    | (895)   |
| Museum Contributions (temp restricted)          | 10,000                          | 343                                | 3.4%                              | 2,050                                     | (1,708)   |
| General Contributions (unrestricted)            | 107,131                         | 83,446                             | 77.9%                             | 86,982                                    | (3,536)   |
| Scholarship, Education Donations                | 333,507                         | 618,169                            | 185.4%                            | 551,484                                   | 66,685  |
| Trust Endowment Draw                            | 150,000                         | 0                                  | 0.0%                              | 164,553                                   | (164,553)   |
| Miscellaneous Income/Indirect Revenue           | 75,000                          | 82,058                             | 109.4%                            | 74,011                                    | 8,047   |
| <b>REVENUES EXCLUDING FEDERAL APPROPRIATION</b> | <b>\$ 3,893,975</b>             | <b>\$ 3,700,458</b>                | <b>95.0%</b>                      | <b>\$ 3,351,234</b>                       | <b>\$ 349,224</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>\$ 13,319,458</b>               | <b>104.9%</b>                     | <b>\$ 12,820,234</b>                      | <b>\$ 499,224</b>                                 |

**SCHEDULE OF REVENUES AND EXPENDITURES**  
**IAIA & AUXILIARY**  
**Nine Month Comparison - FY16 & FY15**

|   | FY16<br>Unaudited<br>9 Months<br>Ending<br>June 30, 2016 | FY15<br>Audited<br>9 Months<br>Ending<br>June 30, 2015 | Variance<br>Favorable or<br>(Unfavorable) |
|---|--|--|---|
| <b>REVENUES</b>                         |  |  |   |
| Federal Appropriation                   | \$ 9,619,000   | \$ 9,469,000   | \$ 150,000                                |
| Tuition & Fees                          | 1,412,224  | 1,184,067  | 228,158                                   |
| Residence Hall/Family Housing           | 632,354  | 564,282  | 68,072                                    |
| Meal Plan                               | 493,901  | 403,442  | 90,459                                    |
| Museum Shop                             | 218,513  | 239,803  | (21,291)                                  |
| Campus Bookstore Sales                  | 91,675   | 46,074   | 45,600                                    |
| Conference Services                     | 38,850   | 4,665  | 34,185                                    |
| Unrestricted Contributions              | 112,372  | 116,803  | (4,430)                                   |
| Temporarily Restricted Contributions    | 618,512  | 553,534  | 64,977                                    |
| Trust Endowment Draw                    | -  | 164,553  | (164,553)                                 |
| Miscellaneous Income                    | 82,058   | 74,011   | 8,047                                     |
| <b>TOTAL REVENUES</b>                   | <b>\$ 13,319,458</b>                                     | <b>\$ 12,820,234</b>                                   | <b>\$ 499,224</b>                         |
| <b>EXPENDITURES</b>                     |  |  |   |
| Cost of Sales                           | \$ 152,600   | \$ 132,200   | \$ (20,400)                               |
| Salaries & Fringe Benefits              | 5,018,134  | 5,003,169  | (14,966)                                  |
| Operating Expenses                      | 713,672  | 703,716  | (9,956)                                   |
| Food & Catering                         | 513,285  | 471,298  | (41,987)                                  |
| Professional Services                   | 526,589  | 693,550  | 166,961                                   |
| Scholarships & Fellowships              | 5,370  | 11,913   | 6,543                                     |
| M&R, Utilities & Other                  | 986,943  | 944,629  | (42,314)                                  |
| Travel                                  | 222,432  | 185,655  | (36,777)                                  |
| Training                                | 29,108   | 29,929   | 820                                       |
| Vehicles                                | 28,280   | 36,762   | 8,482                                     |
| Total Costs General & Administrative    | \$ 8,196,413   | \$ 8,212,819   | \$ 16,406                                 |
| NON-BUDGETED AUX. INITIATIVES (Revenue) | (1,000)  | (5,275)  | (4,275)                                   |
| <b>TOTAL EXPENDITURES</b>               | <b>\$ 8,195,413</b>                                      | <b>\$ 8,207,544</b>                                    | <b>\$ 12,131</b>                          |
| <b>NET INCOME/(LOSS)</b>                | <b>\$ 5,124,045</b>                                      | <b>\$ 4,612,689</b>                                    | <b>\$ 511,355</b>                         |

**SCHEDULE OF REVENUE AND EXPENDITURES**  
**MUSEUM SHOP**  
**Nine Month Comparison - FY16 & FY15**

|  | FY16<br>Unaudited<br>9 Months Ending<br>June 30, 2016 | FY15<br>Audited<br>9 Months Ending<br>June 30, 2015 | Favorable<br>or<br>(Unfavorable)<br>Change |
|--|---|---|--|
| <b>SALES</b>   |   |   |  |
| Sales less Discounts                                   | \$ 144,993  | \$ 179,690  | \$ (34,697)                                |
| Shipping & Packing                                     | 789   | 744   | 45   |
| Refunds  | (291)   | (764)   | 472  |
|  | <b>\$ 145,491</b>                                     | <b>\$ 179,670</b>                                   | <b>\$ (34,180)</b>                         |
| <b>Cost of Goods Sold</b>                              |   |   |  |
| Cost of Sales  | \$ 81,174   | \$ 95,042   | \$ (13,869)                                |
| <b>Gross Profit on Sales</b>                           | <b>\$ 64,317</b>                                      | <b>\$ 84,628</b>                                    | <b>\$ (20,311)</b>                         |
| <b>GP %</b>  | <b>44.21%</b>   | <b>47.10%</b>                                       | <b>-2.89%</b>                              |
| <b>OTHER INCOME</b>                                    |   |   |  |
| Admissions   | \$ 73,022   | \$ 60,133   | 12,889                                     |
|  | <b>\$ 73,022</b>                                      | <b>\$ 60,133</b>                                    | <b>\$ 12,889</b>                           |
| <b>Income Before General &amp; Administrative</b>      | <b>\$ 137,339</b>                                     | <b>\$ 144,761</b>                                   | <b>\$ (7,422)</b>                          |
| <b>General &amp; Administrative Expenditures</b>       |   |   |  |
| Personnel  |   |   |  |
| Salaries   | \$ 67,620   | \$ 88,947   | \$ 21,327                                  |
| Payroll Taxes  | 5,068   | 6,709   | 1,640                                      |
| Savings Plan   | 1,544   | 3,971   | 2,426                                      |
| Insurance  | 9,468   | 8,794   | (674)                                      |
|  | <b>\$ 83,701</b>                                      | <b>\$ 108,421</b>                                   | <b>\$ 24,720</b>                           |
| <b>Personnel costs as % of sales + admissions</b>      | <b>38.30%</b>   | <b>45.21%</b>                                       | <b>6.91%</b>                               |
| Advertising - promotional                              | \$ -  | \$ 750  | \$ 750                                     |
| Bank charges   | 5,451   | 5,346   | (104)                                      |
| Cash (over)/short                                      | (2)   | 6   | 8  |
| Contributions, gifts & awards                          | 338   | 151   | (187)                                      |
| Dues & Memberships                                     | 165   | 150   | (15)                                       |
| Exhibit costs  | 0   | 7   | 7  |
| Meeting Costs  | 86  | 0   | (86)                                       |
| Office supplies  | 1,508   | 2,753   | 1,245                                      |
| Postage, freight & delivery                            | 595   | 736   | 141  |
| Printing   | 165   | 128   | (37)                                       |
| Computer equip & software under \$5,000                | 750   | 892   | 142  |
| Equipment & Furniture under \$5,000                    | 204   | 0   | (204)                                      |
| Leasing - equipment                                    | 1,309   | 1,060   | (248)                                      |
| Leasing - facilities                                   | 735   | 1,635   | 900  |
| Maintenance - equipment & software                     | 2,727   | 1,574   | (1,153)                                    |
| Consultants/Professional Services                      | 28,222  | 19  | (28,203)                                   |
| Training - fees & materials                            | 315   | 845   | 530  |
| Travel - accomodation & meals                          | 242   | 1,400   | 1,159                                      |
| Travel - mileage                                       | 449   | 185   | (263)                                      |
| Travel - transportation                                | 211   | 1,109   | 897  |
| <b>Total General &amp; Administrative Expenditures</b> | <b>\$ 127,171</b>                                     | <b>\$ 127,166</b>                                   | <b>\$ (5)</b>                              |
| <b>INCOME/(LOSS) Before Notional Rent Expense</b>      | <b>\$ 10,168</b>                                      | <b>\$ 17,595</b>                                    | <b>\$ (7,426)</b>                          |
| <b>1 Notional Rent</b>                                 | <b>38,976</b>   | <b>38,976</b>                                       | <b>-</b>                                   |
| <b>NET INCOME/(LOSS)</b>                               | <b>\$ (28,808)</b>                                    | <b>\$ (21,381)</b>                                  | <b>\$ (7,426)</b>                          |

**SCHEDULE OF REVENUE AND EXPENDITURES**  
**INSTITUTIONAL ADVANCEMENT**  
**Nine Month Comparison - FY16 & FY15**

|   | <b>FY16</b>       | <b>FY15</b>       |  |
|---|-------------------|-------------------|--|
|   | <b>Unaudited</b>  | <b>Audited</b>    |  |
|   | 9 Months          | 9 Months          |  |
|   | Ending            | Ending            |  |
|   | June 30, 2016     | June 30, 2015     | <b>Favorable or<br/>(Unfavorable)<br/>Change</b> |
| <b>REVENUES</b>                         |                   |                   |  |
| Donations:                              |                   |                   |  |
| Endowed Scholarship Donations           | \$ 13,626         | \$ 14,724         | \$ (1,098)                                       |
| Permanent/Chair Endowment Donations     | 5,056             | 13,808            | (8,752)  |
| General Donations                       | 112,372           | 116,803           | (4,430)  |
| Scholarships Donations                  | 618,169           | 551,484           | 66,685   |
| <b>TOTAL REVENUES</b>                   | <b>\$ 749,223</b> | <b>\$ 696,818</b> | <b>\$ 52,405</b>                                 |
| <b>EXPENDITURES</b>                     |                   |                   |  |
| Personnel                               |                   |                   |  |
| Staff Salaries                          | \$ 154,878        | \$ 152,726        | \$ (2,152)                                       |
| Student Wages                           | 1,629             | 2,016             | 387  |
| Social Security                         | 11,709            | 11,477            | (232)  |
| 403B Plan                               | 9,120             | 8,500             | (620)  |
| Insurance Benefit                       | 15,042            | 14,010            | (1,032)  |
| Nontaxable Fringe Benefits (Fitness)    | 150               | 450               | 300  |
| Total Personnel Expenditures            | \$ 192,527        | \$ 189,179        | \$ (3,348)                                       |
| Operating Expenditures                  |                   |                   |  |
| Advertising - promotional               | \$ 1,101          | \$ 980            | \$ (122)   |
| Contributions, gifts & awards           | 1,625             | 631               | (994)  |
| Copier supplies & charges               | 761               | 0                 | (761)  |
| Dues & Memberships                      | 1,510             | 787               | (724)  |
| Exhibit costs                           | 243               | 0                 | (243)  |
| Food & catering                         | 3,287             | 4,104             | 816  |
| Licenses & permits                      | 403               | 481               | 78   |
| Meeting Costs                           | 1,235             | 1,211             | (24)   |
| Office supplies                         | 3,156             | 1,868             | (1,288)  |
| Postage, freight & delivery             | 1,044             | 98                | (946)  |
| Printing                                | 7,044             | 1,179             | (5,865)  |
| Professional Development                | (764)             | 0                 | 764  |
| Receptions & shows                      | 2,247             | 3,347             | 1,100  |
| Solicitation & Cultivation              | 1,962             | 1,665             | (297)  |
| Subscriptions & Publications            | 146               | 32                | (114)  |
| Computer equip & software under \$5,000 | 74                | 0                 | (74)   |
| Equipment & Furniture under \$5,000     | 11                | 571               | 559  |
| Maintenance - equipment & software      | 6,678             | 5,016             | (1,663)  |
| Consultants/Professional Services       | 11,809            | 10,910            | (899)  |
| Training - fees & materials             | 807               | 2,674             | 1,867  |
| Training - accommodations and meals     | 857               | 0                 | (857)  |
| Travel - accomodation & meals           | 5,191             | 5,501             | 311  |
| Travel - mileage                        | 850               | 1,479             | 629  |
| Travel - transportation                 | 6,691             | 5,554             | (1,136)  |
| Utilities - telephone                   | 396               | 399               | 4  |
| Total Operating Expenditures            | \$ 58,365         | \$ 48,487         | \$ (9,878)                                       |
| <b>TOTAL EXPENDITURES</b>               | <b>\$ 250,891</b> | <b>\$ 237,666</b> | <b>\$ (13,225)</b>                               |
| <b>NET INCOME/(LOSS)</b>                | <b>\$ 498,332</b> | <b>\$ 459,152</b> | <b>\$ 39,180</b>                                 |

# SCHEDULE OF REVENUE AND EXPENDITURES CAMPUS BOOKSTORE

## Nine Month Comparison - FY16 & FY15

|  | <b>FY16</b>        | <b>FY15</b>        |                      |
|--|--------------------|--------------------|----------------------|
|  | <b>Unaudited</b>   | <b>Audited</b>     | <b>Favorable or</b>  |
|  | 9 Months Ending    | 9 Months Ending    | <b>(Unfavorable)</b> |
|  | June 30, 2016      | June 30, 2015      | <b>Change</b>        |
| <b>SALES</b>   |                    |                    |                      |
| Sales less Discounts                                   | \$ 42,967          | \$ 47,166          | \$ (4,198)           |
| Sales - Rafter Book Program                            | 48,977             | -                  | 48,977               |
| Shipping & Packing                                     | 7                  |                    | 7                    |
| Sales Returns & Refunds                                | (277)              | (1,092)            | 814                  |
|  | <b>\$ 91,675</b>   | <b>\$ 46,074</b>   | <b>\$ 45,600</b>     |
| <b>Cost of Goods Sold</b>                              |                    |                    |                      |
| Cost of Sales  | \$ 29,770          | \$ 37,157          | \$ 7,387             |
| Rafter Book Program expense                            | 41,656             | -                  | (41,656)             |
|  | <b>\$ 71,426</b>   | <b>\$ 37,157</b>   | <b>\$ (34,269)</b>   |
| <b>Gross Profit on Sales</b>                           | <b>\$ 20,249</b>   | <b>\$ 8,917</b>    | <b>\$ 11,332</b>     |
| <b>GP %</b>  | <b>22%</b>         | <b>20%</b>         | <b>3%</b>            |
| <b>Income Before General &amp; Administrative</b>      | <b>\$ 20,249</b>   | <b>\$ 8,917</b>    | <b>\$ 11,332</b>     |
| <b>General &amp; Administrative Expenditures</b>       |                    |                    |                      |
| Advertising - promotional                              | 382                | 640                | 258                  |
| Bank charges   | 1,321              | 1,113              | (209)                |
| Cash (over)/short                                      | (61)               | (93)               | (32)                 |
| Contributions, gifts & awards                          | 0                  | 14                 | 14                   |
| Dues & Memberships                                     | 17                 | 20                 | 3                    |
| Office supplies  | 990                | 439                | (551)                |
| Postage, freight & delivery                            | 96                 | 88                 | (8)                  |
| Printing   | 0                  | 70                 | 70                   |
| Computer equip & software under \$5,0                  | 383                | 723                | 339                  |
| Maintenance - equipment & software                     | 798                | 125                | (673)                |
| Consultants/Professional Services                      | 38,200             | 32,800             | (5,400)              |
| Training - fees & materials                            | 0                  | 401                | 401                  |
| Travel - accomodation & meals                          | 0                  | 331                | 331                  |
| Travel - transportation                                | 0                  | 331                | 331                  |
| <b>Total General &amp; Administrative Expenditures</b> | <b>\$ 42,125</b>   | <b>\$ 37,001</b>   | <b>\$ (5,124)</b>    |
| <b>NET INCOME/(LOSS)</b>                               | <b>\$ (21,876)</b> | <b>\$ (28,084)</b> | <b>\$ 6,208</b>      |



**SCHEDULE OF REVENUE AND EXPENDITURES**  
**CONFERENCE SERVICES**  
**Nine Month Comparison - FY16 & FY15**

|  | <b>FY16</b>        | <b>FY15</b>        |                      |
|--|--------------------|--------------------|----------------------|
|  | <b>Unaudited</b>   | <b>Audited</b>     | <b>Favorable or</b>  |
|  | 9 Months Ending    | 9 Months Ending    | <b>(Unfavorable)</b> |
|  | June 30, 2016      | June 30, 2015      | <b>Change</b>        |
| <b>REVENUE</b>   |                    |                    |                      |
| Facilities Rentals                                     | \$ 38,850          | \$ 4,665           | \$ 34,185            |
| Catering Revenue                                       | -                  | -                  | -                    |
|  | <b>\$ 38,850</b>   | <b>\$ 4,665</b>    | <b>\$ 34,185</b>     |
| <b>General &amp; Administrative Expenditures</b>       |                    |                    |                      |
| Personnel  |                    |                    |                      |
| Salaries   | \$ 37,499          | \$ 37,337          | \$ (163)             |
| Payroll Taxes  | 2,399              | 2,388              | (11)                 |
| Savings Plan   | 2,250              | 2,240              | (10)                 |
| Insurance  | 5,707              | 4,923              | (784)                |
|  | <b>\$ 47,855</b>   | <b>\$ 46,888</b>   | <b>\$ (967)</b>      |
| <b>Personnel costs as % of Revenue</b>                 | <b>123%</b>        | <b>1005%</b>       | <b>882%</b>          |
| Bank charges   | \$ 163             | \$ 351             | \$ 188               |
| Dues & Memberships                                     | 46                 | -                  | (46)                 |
| Food & catering  | 2,207              | 2,563              | 357                  |
| Office supplies  | -                  | 599                | 599                  |
| Receptions & shows                                     | -                  | 7                  | 7                    |
| Maintenance - facilities                               | -                  | (381)              | (381)                |
| Consultants/Professional Services                      | -                  | 1,500              | 1,500                |
| Training - fees & materials                            | -                  | 551                | 551                  |
| Travel - accomodation & meals                          | 1,110              | -                  | (1,110)              |
| Travel - mileage                                       | 62                 | -                  | (62)                 |
| Travel - transportation                                | 92                 | -                  | (92)                 |
| <b>Total General &amp; Administrative Expenditures</b> | <b>\$ 51,534</b>   | <b>\$ 52,078</b>   | <b>\$ 544</b>        |
| <b>NET INCOME/(LOSS)</b>                               | <b>\$ (12,684)</b> | <b>\$ (47,413)</b> | <b>\$ 34,729</b>     |

**PERMANENT ENDOWMENTS**  
**Nine Months Ending June 30, 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 |        |       |          |              |    |                   |        |    |             |        |
| 3rd Quarter Fiscal Year 2016    |         |             |        |       |          |              |    |                   |        |    |             |        |
| Equities Gain / (Loss)          | \$      | 44,507      | 1.91%  | \$    | 560      | 1.91%        | \$ | 19,031            | 1.90%  | \$ | 23,407      | 1.90%  |
| Dividend & Interest             |         | 7,269       | 0.31%  |       | 92       | 0.31%        |    | 3,110             | 0.31%  |    | 3,849       | 0.31%  |
| Fees                            |         | (6,286)     | -0.27% |       | (79)     | -0.27%       |    | (2,688)           | -0.27% |    | (3,320)     | -0.27% |
| Total 3rd Quarter               | \$      | 45,490      | 1.95%  | \$    | 573      | -0.18%       | \$ | 19,453            | -0.21% | \$ | 23,937      | -0.20% |
| Average Monthly Account Balance |         | \$2,336,053 |        |       | \$29,354 |              |    | \$1,001,742       |        |    | \$1,234,040 |        |
| 3rd Quarter Asset Grand Total   |         | \$4,645,347 |        |       |          |              |    |                   |        |    |             |        |
| FYTD INCOME JUNE 30th           | \$      | 103,577.12  |        | \$    | 1,353.97 |              | \$ | 44,198.90         |        | \$ | 54,395.04   |        |
| FYTD JUNE 30 ASSETS             | \$      | 2,354,022   | 2.58%  | \$    | 29,582   | 2.67%        | \$ | 1,017,451         | 2.58%  | \$ | 1,244,292   | 2.57%  |
| ASSET GRAND TOTAL               |         | \$4,645,347 |        |       |          |              |    |                   |        |    |             |        |



# FY2017 Operating Budget Presentation and Discussion

*As submitted by  
Dr. Robert Martin, President  
And  
Lawrence T. Mirabal, Chief Financial Officer*

*To the IAIA Board of Trustees  
August 18, 2015*

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## *The Budget Planning Cycle at IAIA*

1. The IAIA Funding Justification is formally submitted to the OMB in October of the preceding year, with copies submitted to congress in February.
2. The Administration will prepare to present testimony on the approved budget before the Congressional Subcommittees on Interior and Related Agencies. Congressional action is anticipated by September (in recent years, this action has taken much longer).
3. Subsequent to notification by Congress of the approved appropriations amount, the Institute will apply any specific budgetary adjustments required by Congress.
4. Based on the funding level set forth by Congress, a Budget Summary together with a detailed analysis of significant budget increases/decreased is prepared by the CFO, for presentation to the President.
5. The Budget Summary and Analysis is presented to the Board of Trustees for examination and formal adoption, by resolution.
6. Based on the approved institutional budget, cabinet members submit completed budget request forms to the Chief Financial Officer, to fund strategic initiatives that fall outside of the yearly budgetary allocation for operations. These requests are then distributed to and reviewed by the budget advisory group. Based on the work of the budget advisory group, recommendations are made to the Chief Financial Officer and the President.
7. Recommendations from the budget advisory group are reviewed by the Chief Financial Officer and The President and final decisions are made on departmental budgets.
8. Approved departmental budgets are entered into the accounting system by Finance staff and may become expendable on the first day of the fiscal year.

## **Key Strategic Initiatives for Fiscal Year 2017**

- Sustained enrollment growth through strategic recruitment and retention initiatives.
- Continued focus on recruiting and retaining world-class faculty with the most competitive compensation plan possible, as well as continued professional development opportunities.
- Construction of the new Performing Arts & Fitness Center, on the IAIA campus.
- Further expansion of IAIA's renowned graduate program in creative writing.
- Growing the Performing Arts program, as it continues to be re-introduced.
- Expanding the dual-credit and Summer Bridge programs and the relationships that drive them.
- Pursuing strategies for making the college more efficient and prepared for contingencies, to ensure fiscal sustainability.

# **Budgetary Planning Assumptions and Discussion for Fiscal** **Year 2017**

## **Revenue**

### **Congressional Appropriation:**

The FY17 Operating Budget again assumes flat funding, from IAIA's FY16 core Congressional appropriation. This equates to an amount of \$9.619M. Based on the latest information we have about ongoing budget work in Washington, we feel confident in making this assumption. We also feel that it is quite possible that we will be operating under a continuing resolution to begin FY17. This is not new territory for IAIA and we are prepared to deal with this contingency.

### **Tuition and Fees:**

The approved IAIA tuition fee schedule calls for an increase in tuition of 5.7%, which has been built into the budget. However, the FY17 budget was formulated with no incremental increase built in (flat enrollment). This increase equates to \$58k. This is a very conservative approach that will help IAIA hedge against over budgeting this revenue center.

The MFA program is entering its fourth year in the budget. For FY17, the program is projected to generate revenue that is flat with FY16. After ramping up with very robust enrollment and the expansion that the program has experienced in the past few years, it is now predicted to plateau for a time, from a revenue standpoint. Although the tuition rate will be increased for the upcoming academic year, we want to hedge against over projecting, until we can see what effect this increase may have on overall cohort enrollment. The Academic Technology/Distance Learning area has missed its revenue projections the past three fiscal years. Because the amount budgeted for adjunct instructors in this department directly correlates with the revenue generated, there is again a modest decrease to this department's adjunct budget for FY17. If we should we see demand rebound in the coming year, along with corresponding revenues, those amounts can be restored for the subsequent budgeting process.

### **Auxiliaries:**

The auxiliary enterprises at IAIA continue to gain momentum and their projections reflect this. At the time this budget is being prepared, IAIA Conference Services is projected to achieve its revenue goal for the current year. However, because the

summer conference season has truncated, due to other campus-related activities that occur over the summer (Bridge program, MFA program, etc.), we are taking a conservative approach and are projecting flat revenue in this area, for FY17.

The Room and Board, Dorm, & Casita Rental areas are again tracking very strong in FY16. Therefore, we are comfortable projecting Room and Board, and the Dorms, at a 5% increase in FY17, while the casitas are being projected at a 3% increase. With continued enrollment increases, we should expect to sustain modest growth in these areas. Along with excellent food service, a relatively expensive rental market in Santa Fe will continue to make IAIA's on-campus facilities an attractive alternative.

Both the museum store and the campus bookstore continue to benefit from a more strategic managerial approach. Product mixes have been changed, new initiatives have begun, and layouts have been reconfigured, all in an effort to respond to market demands. These bold changes in both stores have resulted in sustained, positive growth, albeit incremental. As such, the museum store and the bookstore have been project to achieve revenue growth of 3% and 4%, respectively.

Auxiliary revenues are relied upon to service our long-term debt with the NMFA and as such, it is essential that they achieve their revenue goals. We have every expectation that the auxiliary programs will continue to meet this challenge.

### **Advancement and Sponsored Programs:**

The Advancement area continues to achieve revenue numbers that are unprecedented, at the college. Results have outpaced projections by double digits for the past two fiscal years. The FY17 budget reflects confidence in continued growth, in Advancement revenue, with an expected increase of 15% in unrestricted gift revenue and a 10% increase in scholarship gift revenue, over what was budgeted in FY16. With solid, experienced leadership in this department, we have every expectation that these revenue goals are achievable.

### **Endowment Draw, Museum, and Miscellaneous:**

FY16 was a difficult year for most market sectors. As a result, IAIA's endowment draw was lower than projected. Although our partners at Wells Fargo Wealth Management are confident in a measured recovery for the coming year, we are erring on the conservative side, by projecting an endowment draw that is 15% lower than in FY16.

Museum admissions are budgeted to increase by 5%. Throughout FY16, admissions have remained strong and have shown consistent growth. We have no reason to believe that this trend will not continue. The Museum contribution is down by 50%,



based on poor performance in FY16. The revenue budgeted for Museum membership revenue is flat, based on minimal growth, versus the current year projection.

Although there are a number of sources that drive miscellaneous income, it has shown a remarkably high degree of predictability. It will again be projected to remain flat for FY17 and we are confident that the number will again be achieved.

## **Expense**

### **Non-compensation Expenses:**

In most instances, non-compensation expenses have been held flat. There are some exceptions, however. Small increases have been made to the Advancement and Marketing Departments, to account for new initiatives and increased advertising costs. Additionally, the library will continue to be budgeted at its much higher level for acquisitions, which was increased dramatically in FY16. The largest increases, however, will occur in the Student Life department. Due to higher enrollment levels and larger numbers of students living on campus, food costs will increase, as well as housing related expenses. To account for this, Student Life will see an increase in excess of \$50k to cover these costs.

### **Compensation Expenses:**

The FY17 budget calls for a 1.6% cost of living adjustment. This increase mirrors what was put forth in President Obama's FY17. Per B.O.T. direction, the cost of living adjustment is to match the cost of living adjustment given to federal employees. Because this component of the federal budget has not yet been finalized for the upcoming year, the decision was made to match the number being proposed in the White House budget. The cost of living adjustment would apply to all full-time, regular staff and will also impact the faculty rank and step schedule in FY18 (the schedule is adjusted one year in arrears for any COLA that is approved). FY17 marks three fiscal years since the faculty rank and step schedule was adopted. The adherence to this rank and step schedule continues to ensure that the salaries of our faculty are at a competitive level, both within the local community, as well as compared to their peers at other tribal colleges. The implementation of this schedule continues to be a major milestone in IAIA's storied history.

### **Health Insurance Expense:**

A 5% increase in health insurance costs has been built into the FY17 budget. IAIA has been successful in reigning in health insurance costs in FY16, due to the migration to a

self-insured model. Because of this, we are able to project a minimal increase, in contrast to years past, where double digit increases were the norm. Additionally, *there will be no premium increases for employees, in FY17.*

#### **Other Notes:**

The budget calls for a contribution to the college's contingency reserve account that equates to 4% of the total budget. The amount budgeted to be added to the reserve is \$504,963 for FY17. Achieving this number will bring the college's total reserves over \$1.5M.

Funding for strategic priorities in FY17 is set for \$200,000. In FY16, the strategic priorities process was very successful and as a result, it will be retained for FY17. A number of key projects were reviewed, approved, and completed as a result of the comprehensive process. We believe the process embodied the ideals of a transparent, inclusive, and strategic budgeting model. As a reminder, the strategic priority process works as follows:

1. Cabinet members have departmental budgets distributed to them for all areas that they oversee.
2. Budgets are reviewed together, by cabinet members and the budget directors that report to them.
3. As a result of these meetings, cabinet members are asked to formulate and submit additional funding requests for up to 3 strategic priorities that fall outside the scope of their original budget.
4. The strategic funding requests are then reviewed by a budget review panel, made up entirely of non-cabinet members, representing a cross-section of departments at the college.
5. The budget review panel then develops a ranking of the proposals and makes recommendations to the CFO and the President, regarding the funding of the various strategic priorities.

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

**RESOLUTION # 2016 - \_\_\_\_\_**

**August 19, 2016**

**Whereas**, the Institute of American Indian Arts anticipates our Federal Appropriation in FY17 to be level funding, the same as the current year, \$9,619,000; and

**Whereas**, the Institute of American Indian Arts anticipates other revenues, such as tuition and fees, room and board, auxiliary revenue and fundraising, of \$3,323,803; and

**Whereas**, the Institute of American Indian Arts anticipates operational expenditures, debt service, and contingency reserve addition to be \$12,942,803; and

**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 balanced FY 2017 Operating Budget in the amount of \$12,942,803 in total revenue and expenditures.

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

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

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

Attachments:              Yes \_\_\_\_\_                      No \_\_\_\_\_ X \_\_\_\_\_

## Appendix – Completion of key initiatives, FY16

Complete TPO re-roof and HVAC replacement on the Academic building, approx. \$800,000



New HVAC system for the Hogan, approx. \$16,000



Upgrades to student computer equipment in Orange and Olive labs, approx. \$25,000



Installation of movable storage system in college archives through phase II, approx. \$85,000



Renovation and HVAC installation in Facilities dept., approx. \$20,000



Completion of design process on new Performing Arts and Fitness Center building, approx. \$500,000



To: Dr. Robert Martin  
From: Patsy Phillips  
Date: July 28, 2016  
Subj: Quarterly Board Report from Patsy Phillips

### **Mission Objective 1: Improve Student Success**

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

All MoCNA's programs and exhibitions consider IAIA students in the planning. For example, the new exhibition, *Rick Bartow: Things You Know But Cannot Explain*, a retrospective, will expose students to a foremost contemporary Native artist. Most likely, if students don't see this comprehensive exhibition at the IAIA Museum, they'll never see his full body of work.

#### 1.5 Develop student leadership skills

- Danny McCoy, IAIA BA Museum Studies student worked at the museum from May to August. He painted, organized storage facilities and generally assisted with facility updates.
- Tracy Collins, Certificate Museum Studies Student, interned at the museum. She created an interactive for the Rick Bartow exhibition and wrote a script for the second floor exhibition *Visions & Visionaries*.
- August Walker, 2016 Museum Studies graduate worked with the museum in August to de-install and install new exhibitions opening August 18.
- IAIA Student Workers - James Mason shared his summer student-workers with the museum. On the average, they worked two days a week with museum staff, painted, cleaned the courtyards and art park, and generally helped where needed.
- Jose Toledo, graduate student in a Master's Certificate in Museum Studies at Florida International University, interned in the collections department from July 18-August 11, 2016.

Tatiana Lomahaftewa-Singer is overseeing the Student and Alumni Art Market for Indian Market for the IAIA Museum Club. Fourteen booths in front of the museum are designated for current IAIA students and recent graduates (within past five years) of IAIA to sell their work. The museum courtyards are dedicated to the IAIA Recruitment office, IAIA Alumni Association and a non-profit organization, Association on American Indian Affairs.

### **Mission Objective 3: Build College Community**

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

Museum staff is encouraged to attend professional development training or conferences. Senior staff has all attended professional development this year, but none for this quarter.

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

The IAIA community is invited and encouraged to attend all MoCNA public programs, receptions and openings. We are participating in an IAIA plan currently being developed to connect the campus to the museum.



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

Tatiana chaired the 2016 Health Fair Activities Committee and with her committee developed group and individual recreational activities that promoted team building and self-enriching enjoyment. The Health Fair was held on June 21<sup>st</sup> with a large IAIA staff attendance. Feedback was positive.

## **Mission Objective 4: Advance Contemporary Native Arts and Culture**

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

Felipe Colon, IAIA Faculty Chair and Tatiana developed a Faculty Ad-Hoc Committee to improve involvement between the Museum and the IAIA Academic programs. This committee proposal was approved by the Faculty in May. A planning meeting was held on July 13 to discuss ways in which to direct the committee planning. The committee will form and begin work in September.

Andrea Hanley manages MoCNA's tri-monthly book club called, The MoCNA Reader. This spring's reading was inspired by our exhibition, *Akunnittinni: A Kinngait Family Portrait*. The club read *People from Our Side: A Life Story with Photographs and Oral Biography* – by Peter Pitseolak and Ann Hanson. Peter Pitseolak (Inuit), the first native Baffin Island photographer, was born in the eastern Canadian Arctic in 1902. As a child he lived a traditional Inuit camp life that his ancestors had known, Pitseolak provides a dynamic narrative of how change came to Baffin Island throughout his lifetime. The museum connects books with current exhibitions, such as, *Akunnittinni: A Kinngait Family Portrait* for inspiration. Club members were encouraged to purchase the book at the MoCNA Museum Store.

### 4.2 Implement Museum Docent and Volunteer programs

Phillips has had several meetings with three local professional volunteers: Beezy Bing, Chris Kemper and Agnes Koury; and Andrea Hanley, to establish a Docent and Volunteer program for the museum. To date, the group has developed the following plan: 1) write an ad to recruit volunteers/docents; 2) ad will be placed in several marketing materials like Pasatiempo and Facebook and will run in September; 3) job descriptions for volunteers and docents have been drafted; 4) the kickoff meeting will be in October with three training sessions over three weeks in October for the volunteers and training sessions with docents over four months (October thru January). Volunteers will learn about IAIA and the museum, and the docents will acquire in-depth knowledge about IAIA and contemporary Native arts. By October, 2016 the museum will have active volunteers and by February 2017 the museum will have active docents. Volunteers will assist with 1) Information desk (General Information/Memberships Services); 2) Helping Hands – office help such as stuffing envelopes and photo copying; 3) computer skills; 4) collections; and 5) research and individual staff needs (such as special projects). Docents will give tours of exhibitions and facilities. Phillips will remain closely involved in developing this Program until it's established.

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

Cynthia Chavez, IAIA Board of Trustee, invited Phillips to participate on a national consortium to explore how NMAI might coordinate and partner with peer organizations to improve the effectiveness and efficiency of training and professional development in the field as a whole; and to identify associated possible changes to NMAI's own training and professional development offerings. Participants include representatives from the National Museum of the American Indian; Institute of American Indian Arts, IAIA Museum of Contemporary Native Arts; Canadian Museum of History; Association of Tribal Archives,

Libraries, and Museums; Peabody Essex Museum; and School for Advanced Research. A meeting was held in Washington, D.C., June 29 to 30, 2016. The next meeting will be in Washington in September, 2016.

Andrea Hanley worked with filmmaker and artists, to present selected scenes from *Moving Mountains: Land Art in the New West*, an upcoming feature PBS documentary about *The Repellent Fence*, a two-mile long ephemeral monument created by Indigenous art collective Postcommodity that spanned the U.S. - Mexico border for three days in October, 2015 which will be shown in the Helen Hardin Media Gallery, starting August 18 – October 23, 2016. A panel connected to this project is scheduled during Indian Market Programming.

Policies & Procedures manual is drafted; however, before this manual can be finalized, MoCNA must determine ownership of the Honor's Collection. Phillips has befriended a local attorney, Arthur Lofton, who wanted to volunteer for the museum. After speaking with Arthur about the need to determine ownership, he agreed to work as a volunteer for the museum, researching to determine ownership of the Honor's Collection. Phillips met with Arthur on approximately four occasions this past year, inviting key IAIA individuals to participate in these meetings, Tatiana Lomahaftewa-Singer, John Joe and Ryan Flahive. In mid-July, Arthur sent a draft Opinion Letter for discussion. The plan is to submit a final Legal Opinion to President Martin this fall. After this issue is settled, MoCNA will pursue accreditation with the American Alliance of Museums.

Andrea Hanley managed, proposed ideas and organized the programming schedule for this Indian Market. Please see Attachment A for a complete list of activities planned for Indian Market weekend.

#### 4.4 Grow the IAIA collection

Accepted on May 11, 2016: Donation: 1-painting, Gift of Ramona Scholder, Santa Fe, NM, Fritz Scholder (Luiseno), *Red #5*, 1994, oil/acrylic on canvas, 80" x 60"; Donation: 1-installation, Gift of the artist, Anchorage, AK, Sonya Kelliher Combs (Athabaskan/ Inupiaq), *Grey Curl*, 2013, acrylic polymer/archival ink/human hair/nylon thread, 27" x 163"; Donation: 1-painting, Gift of Michael McGarrity, Santa Fe, NM, (Deed Pending) Stan Natchez (Shoshoni/Paiute), *Homage to TC Cannon*, n.d., mixed media on canvas, 30" x 24"

Museum Purchases of IAIA BFA Graduate Works: 1-jewelry, Carly Fedderson (Colville), *Tooth & Twine Necklace*, 2016, silver/prosthetic teeth/hemp, 1" x 2" x 24"; 1-drawing, Seth Picotte (Cheyenne River Sioux), *Economic Sovereignty*, 2016, graphite on ledger paper, 16 ¼" x 19 1/4"; 1-fashion, Christian Palma (Comanche), *Reconstruction*, 2016, taffeta/lace/machined metal pieces, 60: x 48" diameter; 2-sculptures, William Thoms (Chehalis), *Shamanic Artifact*, 2016, polyurethane resin/ acrylic/wood/human hair/copper/cone/copper, 14" x 13" x 10", *Tamahnous Pro-Being*, 2016, silicone/copper/urethane/ cedar/abalone/sinew, 12" x 7" x 8"

Accepted on July 19, 2016 (all Deed Pending): Donation: 1-painting, (2016 IAIA Graduate) Gift of the Artist, Kula, HI, Kuakea Yasak (Hawaiian), *Subconscious Self-Portrait*, 2016, acrylic on canvas, 84" x 44"; Donation: 1-print suite, Gift of the Artist, Phoenix, AZ, Jacob Meders (Maidu), *Catching Birds in Maidu Myth*, 2009, handset letterpress and polymer plate broadside prints (suite of 6 prints for interior of book), approx. 9" x 16"; Donation: 1-painting, Gift of Inez S. Thomas, Patrick R. De Jarlait (Chippewa), *Mandawmin Harvest*, acrylic on canvas, 1974, 24" x 36"

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

Indian Market week, Phillips is hosting (August 19) a major gathering of museum professionals as part of the Native Museum Consortium. Established by Kevin Gover, Director National Museum of the American Indian, members include, Patsy Phillips, Director IAIA Museum of Contemporary Native Arts; Rick West, Director Autry Museum of the American West; Della Warrior, Director Museum of Indian Arts & Culture; Johnathan Batkin, Director Wheelwright Museum; Jim Pepper Henry, Director Gilcrease Museum; John Vanausdall, Director Eiteljorg Museum; David Roche, Director Heard Museum, and representatives of their staff. On the agenda for this meeting is sharing traveling exhibition information, discussions regarding national initiatives and ways to collaborate.

Phillips recently attended a meeting on traveling to and working with Cuba, sponsored by the International Women's Forum. From this meeting, Phillips made several connections for when IAIA is ready to move forward with working with Cuban nationals.

Andrea Hanley worked with the Museum Store to create a partnership with Dorset Fine Arts, the marketing division of West Baffin Eskimo Cooperative. Located in the heart of the Canadian Arctic, Cape Dorset is widely recognized as the Capital of Inuit art. The region's distinctive creative output - particularly in stone cut and lithography - is produced at Kinngait Studios, the oldest fine art print shop in Canada. Curated by Andrea Hanley, *Telling a Story: Inuit Works on Paper*, features works for sale by artists Saimaiyu Akesuk, Pitseolak Ashoona, Shuvina Ashoona, Kingmeata Etidlooie, Tim Pitsiulak, Cee Pootoogook, Kananginak Pootoogook, Napachie Pootoogook, Pudlo Pudlat, Kakulu Saggiaktok, Pitaloosie Saila, Jamasie Teevee and Ningeokuluk Teevee.

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

Tatiana sits on the IAIA Host conference committee for the New Mexico Association of Museums (NMAM). She is also chair of the NMAM Events Committee made up of staff from the Museum of Indian Arts and Culture, Museum of International Folk Art and Santa Fe Botanical Gardens. Monthly meetings have been held to develop evening events for the conference November 16-19, 2016, including a reception and tour of exhibitions at MoCNA.

The collections department hosted staff from the Oklahoma State University from July 14-15 to receive artwork for an exhibition in Oklahoma.

Tatiana was invited to participate in 1 ½ day seminar at the School of Advanced Research in Santa Fe to review their draft of Guidelines for Communities: Collaborative Conservation and Collections Stewardship. The seminar was made up of staff members from institutions located in New Mexico and Arizona and tribal community members. These guidelines will be made available to the public by late summer/early fall.

### **Mission Objective 5: Expand Capacity as a 1994 Land Grant Institution**

#### 5.3 Provide programming to Native youth

Now in its 4<sup>th</sup> year, Andrea Hanley manages MoCNA's Family Day. Families are invited to participate in art-making activities that highlight contemporary Native arts. Programs are geared towards K – 5; however, families with children of all ages are welcomed.

Andrea Hanley managed interns: Fatima Garcia, Santo Domingo Pueblo, recent graduate of Santa Fe Indian School interned from May – August; and Tracy Cable, a current IAIA museum studies student participated in a June – July internship.

**Attachment A**  
**IAIA Museum of Contemporary Native Arts**  
**Indian Market Weekend Programs**  
**August 18 to 21, 2016**  
**Public Programs & Opening Exhibitions**

**Thursday, August 18**

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Summer/Fall Exhibition Opening Reception  
5-7-p.m. | MoCNA Allan Houser Art Park

**Friday, August 19**

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Sundance Institute Panel + Reception:  
The Future of Native Storytelling  
5-7p.m. | MoCNA Allan Houser Art Park

This panel will center on the next generation of Native storytellers with members from New Mexico-based alumni of the Sundance Institute Native Filmmakers Lab and Full Circle Fellowship. Participants will be discussing their journeys into storytelling and what the future holds for Native cinematic experiences. Featuring Native filmmakers: Razelle Benally; Peshawn Bread; Shandiin Tome, moderated by Bird Runningwater, Director, Native American Indigenous Program, Sundance Institute.

**Saturday, August 20**

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Breakfast in the Park: MoCNA + NMAI + MIAC + SWAIA Members  
7 - 9a.m.  
MoCNA Allan Houser Art Park

Members from MoCNA, the National Museum of the American Indian (NMAI), the Museum of Indian Arts and Culture (MIAC), and the Southwest American Indian Arts Association (SWAIA) enjoy breakfast and music prior to the Indian Market Weekend kickoff. If you are a member, look for your invitation soon. If you are not a member, you can join at the event.

Gallery Sessions  
9:15 - 10:15 a.m. | North Gallery

Join Ryan Flahive, IAIA Archivist; Eliza Naranjo Morse, Artist; and Andrea R. Hanley, MoCNA Membership + Programs Manager; in the museum galleries as they discuss current exhibitions and practice. Introductions by MoCNA Chief Curator Manuela Well-Off-Man.

Panel + Tour: Rick Bartow: Things You Know But Cannot Explain  
10:30a.m. - 12noon | MoCNA Allan Houser Art Park

Moderated by Charles Froelick of the Froelick Gallery, join Bill Avery, Collector; Joe Feddersen, Artist; Jill Hartz, Jordan Schnitzer Museum of Art, Executive Director; and W.

Richard West, President/CEO of the Autry Museum of the American West as they discuss the impact of artist Rick Bartow on contemporary Native art. Born Dec. 16, 1946, Rick Bartow passed April 2, 2016 due to heart disease. A tour of Rick Bartow: Things You Know But Cannot Explain will be led by Charles Froelick and Curator Jill Hartz following the discussion.

Panel: Current issues in Native Arts and Culture  
1-2p.m. | MoCNA Allan Houser Art Park

Join Patsy Phillips, MoCNA Director; Lulani Arquette, Native Arts and Culture Foundation President and CEO, Jennifer Complo McNutt, Curator of Contemporary Art, Eiteljorg Museum for a discussion on current issues in Native arts and culture.

Panel: Contemporary Indigenous Discourse Series - Land Art  
3:30-5p.m. | MoCNA Allan Houser Art Park

MoCNA has created a platform in the Southwest for Indigenous peoples to share knowledge and strategies for advancing tribal self-determination within an era of intense globalization. As part of this series, this panel will consider the impact of recent temporary land art installation Repellent Fence, the largest bi-national land art installation ever exhibited on the U.S./Mexican border, near Douglas, Arizona. Director/Producer Sam Wainwright Douglas will lead the discussion on this site-specific art work, community engagement and the upcoming film Moving Mountains which features Indigenous art collective Postcommodity. Panelists include members of Postcommodity: Cristóbal Martínez and Kade L. Twist. An excerpt of the film will be shown in the Museum's Helen Hardin Media gallery from August 19 - October 23, 2016.

### **Sunday, August 21**

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Panel: Exhibiting Culture  
11-12noon | MoCNA Allan Houser Art Park

Exhibiting Culture brings together artists, curators, museums and universities to consider the future of presenting multiple voices and cultures in museums, galleries, educational institutions, and public spaces. This conversation explores how we indigenize and decolonize institutions, what should/should not be exhibited, models of collaboration and community participation, and ways to build powerful narratives around sensitive and/or contentious histories and objects. Join panelists Julie Decker, Director, Anchorage Museum; Shan Goshorn, artist; and Christina Burke, Curator of Native American and Non-Western Art at the Philbrook Museum of Art. Moderated by Manuela Well-Off-Man, MoCNA Chief Curator.

Panel: Telling a Story: The Art of Cape Dorset  
1-2p.m. | MoCNA Allan Houser Art Park

MoCNA in partnership with Dorset Fine Arts brings together Inuit art professionals and collectors for a discussion about Inuit art from Cape Dorset. Located in heart of the Canadian Arctic, Cape Dorset is widely recognized as the capital of Inuit art. The region's distinctive creative output – particularly in stone cut and lithography – is produced at Kinngait Studios, the oldest fine art print shop in Canada. While focusing on the celebrated history and enduring significance of the Cape Dorset creative community, the discussion will explore Inuit art as a unique form of expression within the broader international contemporary art context.

Participating panelists include Edd Guarino, Inuit art collector; Candice B. Hopkins, Tlingit, independent curator and writer, curatorial advisor for documenta 14; and Susan Kennedy Zeller, Brooklyn Museum Associate Curator of Native American Art. Moderated by William Huffman, Dorset Fine Arts Marketing Manager. The initiative is made possible with the generous support of Canada Council for the Arts.

Saturday - Sunday, August 20 - 21

Excerpt from *Moving Mountains: Land Art in the New West*

20 minutes

August 19 - October 23, 2016

Helen Hardin Media Gallery

Selected scenes from *Moving Mountains: Land Art in the New West*, an upcoming feature documentary about The Repellent Fence, a two-mile long ephemeral monument created by Indigenous art collective Postcommodity that spanned the U.S. - Mexico border for three days in October, 2015. The film will run Saturday and Sunday.

+++++

Programs are subject to change; please visit our website for the most up to date programming calendar at: [iaia.edu/iaia-museum-of-contemporary-native-arts/museum-happenings](http://iaia.edu/iaia-museum-of-contemporary-native-arts/museum-happenings)

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

## **Mission Objective 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. Scheduled for this year's Fall faculty in-service, we will share our department assessment projects in an afternoon session, honor our efforts and lessons learned.

60%

Project 2: 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. 100% complete.

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

Project 1: Performing Arts is seeking a Visiting Assistant Professor position the 2016-17 academic year. All performing arts course are offered this fall 2016. 80%

## **Mission Objective 3: Build College Community**

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

Project 1: 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 will lead a sharing and honoring of our department assessment projects during Fall in-service. 60%



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. 10%

## **Mission Objective 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 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. 70% 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. 100% complete.

### **Other news:**

- The Dean's office offered three days of Academic Tech workshop. Nine full-time faculty participated. Two additional days will be offered in early fall semester.
- The Dean will attend the annual Chief Academic Officer meeting hosted by AIHEC at Salish Kootenai College to forge better links and improve communications between all of the tribal college CAOs.
- We have three students who are taking part in a unique internship with Disney Imagineering in Orlando, Florida this summer.
- We are moving towards "degree audits" in empower to assist faculty and staff advisors with registration.

**HLC Persistence and Completion Academy.** We are entering our third year of participation in the Higher Learning Commission's Persistence & Completion Academy. Members of this academy represent the Academic Division, Student Success, Student Services and the IR office. To help us focus on revitalizing our efforts, we have hired an outside evaluator/consultant, Susan Murphy to look at first year data. *Following is a summary of her findings.*

- *Approximately 62% of entering freshmen need one or more dev ed courses.*
- *The lower the dev ed level start point, the less likely the student is to complete English 102:*

|                 |                                  |
|-----------------|----------------------------------|
| <i>ENGL 98</i>  | <i>21% completed English 102</i> |
| <i>ENGL 98A</i> | <i>10%</i>                       |
| <i>ENGL 99</i>  | <i>25%</i>                       |
| <i>ENGL 99A</i> | <i>30%</i>                       |
| <i>ENGL 101</i> | <i>47%</i>                       |
| <i>ENGL 102</i> | <i>87%</i>                       |
- *Past efforts (ESEA and linked courses) in dev ed do not provide evidence of improvement in student course pass rates.*
- *Of all students who started an English course in the last 3 years---dev ed or college-level--- 33% left after one semester*
- *Given the average class size of dev ed sections, pass rates are often below national norms and surprisingly low for sections with fewer than 6 students. (These norms vary depending on the discipline of dev ed but hover around 65+%. More current studies on national pass rates should be reviewed.) The low average class size for dev ed though a seeming positive feature for students does not regularly translate into course success or completion*
- *IAIA's dev ed English and math pass rates range from 30%-100%*
- *IAIA offers on average a total of 13 sections of dev ed sections in an academic year with enrollment ranging from 3 to 13 students.*
- *Adjunct faculty teach the majority of dev ed sections.*
- *No analysis of the Essential Studies Essay Assessment (ESEA) tool used in Essential Studies is available. It is unknown how the tool informs placement decisions.*
- *There is no data available to compare 3 years of offering linked courses and comparing those results with non-linked courses to determine any value. (This reader assumes that preparing and conducting linked courses came with a cost worth review as additional linked courses are considered.)*
- *Cut-off scores for placement into dev ed have not been reviewed in many years.*
- *The first time pass rate for English 101 is 56%*

**HLC Persistence & Completion committee actions:**

- *The committee with input from our HLC mentor designed a linked course ENGL099 with FUND111 Drawing I, which we will pilot in the Fall semester.*
- *Create a new DevEd Coordinator position. This position will oversee all DevEd courses and collect data on P&C projects.*

## **Faculty highlights**

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

- Guest curate and exhibition in the North Gallery at MoCNA for next Jan-Jun.
- Board member for The Longhouse Education and Cultural Center at The Evergreen State College.
- Member, Acquisitions Committee for MoCNA.

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

- Jeff Kahm | Recent Paintings, Chiaroscuro Gallery, June 2016. Santa Fe, NM
- Exhibition scheduled for September 2016. William Havu Gallery: Denver, CO

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

- Working on a MFA in Creative Writing. This is her second Master's degree.

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

- Developed a team-taught course with Porter Swentzell. "Decolonization and Applied Post-Colonial Theory.
- Three ILS students traveled as part of an on-going cultural exchange program to partner institutions in Mexico this summer.

## **Staff news**

**Ryan Flahive** is working with Steve Wall on a 2-day convocation October 27-28 to celebrate Lloyd Kiva New's 100<sup>th</sup> birthday. He is also serving on the local arrangements committee for the New Mexico Association of Museums annual conference in Santa Fe this November.

**Jessica Mlotkowski** recently accepted the role of New Mexico State Coordinator for the Art Libraries Society of North America Mountain West Region. She attended the Tribal College Library Institute in Montana in June.

**Valerie Nye** presented two sessions at Forbidden Culture week in Barcelona, Spain in May. She attended the Tribal College Library Institute in Montana in June. She is serving on the taskforce to rewrite the bylaws for the New Mexico Consortium of Academic Libraries.

### **JoAnn Bishop**

Is working on is the fitness web page and created and chaired the 2016 Food Day planning committee.

To: Dr. Robert Martin  
 From: Nena Martinez Anaya  
 Date: July 22, 2016  
 Subj: Quarterly Board Report

## Mission Objective 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.

The BOT approved the more attainable goal of reaching 700 FTE by 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. Our goal for Fall 2016 is to reach 500 FTE.

| 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.

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

- Regularly communicate the enrollment goals to all stakeholders and revisit/reaffirm them on an annual basis. 55%
- 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%

- 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. 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. We have completed most of these goals regarding the Action Teams (Scholarship Committee Action Team; CEU-Continuing Education Action Team; Offsite Teaching Action Team; Dual Credit Action Team; Empower Action Team). Below are the remaining action teams:

**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. We determined that four Business/Entrepreneurship courses will be held at the HEC for the Fall 2016 semester. 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 this summer to include Ellen Shapiro, Jessie Ryker-Crawford, representing the Museum Studies/Native American Art History programs, Charlene Teters, Eric Davis and I 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 academic year. 50%

**Additionally: Office of Admissions & Recruitment:** Mary Curley, Admissions Director is out on maternity leave until mid-September. Jonathan Breaker and Nena Martinez Anaya are filling in during her absence.

| Application Type | Fall 2016          |                         |            |
|------------------|--------------------|-------------------------|------------|
|                  | Total Applications | Incomplete Applications | Accepted   |
| New Freshman     | 338                | 125                     | 213        |
| Transfer         | 62                 | 39                      | 23         |
| Graduate         | 45                 | 6                       | 39         |
| International    | 4                  | 3                       | 0          |
| Readmit          | 18                 | 6                       | 12         |
| Certificate      | 9                  | 7                       | 2          |
| Non-Degree       | 3                  | 2                       | 1          |
| <b>TOTAL</b>     | <b>479</b>         | <b>188</b>              | <b>291</b> |

**Dual Credit Program** for AY 16-17- Established new partnerships and signed MOA's for AY16-17 with Zuni Public Schools, Pojoaque Valley High School District. Current partnerships with Albuquerque Public Schools, Cuba High School, Santa Fe Indian School, Central Consolidates Schools District, Bernalillo High School, Espanola Valley High School, Native American Community Academy, Santa Fe Indian School, Santa Fe Public Schools, Walatowa Charter School, Academy for Technology and the Classics, and New Mexico School for the Arts. Currently preparing and finalizing 29 course sections across 10 of the partner schools, and hiring 26 adjunct faculty.

Summer Bridge Program- Total of applications: 74 received (9 BIE); 45 complete/scored; 35 accepted (7 from BIE); 6 Waitlisted; 4 Denials; 29 Not accepted because incomplete. All 35 accepted have confirmed attending, however last-minute 2 students declined their acceptance and in total 33 attended program in full. During the program, 31 out of 33 students applied to IAIA as part of an IAIA recruitment information session and application exercise. There were 6 high school seniors (Fall 2016) and 25 juniors (Fall 2017) applications. Seniors offered \$500 Scallen Scholarship (Fall 2016 only). Expecting response from each offer by 8/4/16.

- 17% increase in applications received from last year (63 in 2015).
- 75% increase in accepted students from last year (20 in 2015).
- 270% increase in applications received from 2014 (20 in 2014).

#### 2016 Accepted Student Data

23 Female; 12 Male; 3 Non-Native;

#### Tribe Representation

17 Navajo; 4 Hopi; 2 Isleta Pueblo; 1 Jemez/Kewa Pueblo; 1 Menominee; 1 Apsaalooke Crow; 1 Apache Tribe of OK; 1 Osage; 1 Onondaga; 1 Salt River Pima; 1 Three Affiliated Tribes of Arikara; 1 Tohono O'odham; 1 White Mountain Apache

#### State Representation

12 NM; 14 AZ; 1 TX; 1 OK; 1 CO; 1 GA; 1 MT; 1 NY; 1 WY; 2 WI

- 20% increase in NM student representation from last year (10 from 2015).
- 600% increase in AZ student representation from last year (2 from 2015).
- 500% increase in NM student representation from 2014 (2 from 2014).

CNM- 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.

#### Recruitment Events

##### May

- May 24- Presentation to Youth Event Eight Northern Indian (Pojoaque, NM)
- June 8- San Juan Community College Diploma Day (Farmington, NM)

##### June

- June 13- Sandia Feast Day (Sandia Pueblo, NM)
- June 24 – Ohkay Owingeh Feast Day (Ohkay Owingeh Pueblo, NM)
- June 26 – Native American Basketball Invitational (Phoenix, AZ)
- June 27 – Acoma College and Career Fair (Acoma Pueblo, NM)
- July 1 - MIAC Native Youth Short Film Camp - Films Premiere (Santa Fe, NM)
- July 9 - 2016 Youth & Leadership Initiative: Embracing the Voices of Our Youth (Laguna Pueblo, NM)
- July 9 – Taos Annual Powwow (Taos Pueblo, NM)
- July 13-14 - Community Builders Youth STEAM and Cultural Conference (Albuquerque, NM)
- July 14 – Cochiti Feast Day (Cochiti Pueblo, NM)

#### Campus Visits

##### Individual Tours-18

##### Group Tours:

- May 24- AIHEC Student Congress L.I.F.E. Conference- 40 people
- May 27- BIA and Southern Pueblo Education Department- 10 people

- June 9- American Indian College Fund- 3 people
- June 16 - Bernalillo Public Schools' College Prep Camp Tour – 25 people
- July 5 - Sequoyah Immersion School – 9 people
- July 6 – US State Department - IVLP Social Change through the Arts – 25 people
- July 7 – Butterfly Healing Center – 20 people

#### Retention Project One: The Learning Lab

The Learning Lab continues its workshop offerings during spring 2016 and plans to add two more offerings in Fall 2016 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. 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. 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 tutors helped train 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" last summer went well overall and will continue on select dates throughout the year. Dates for the Spring 2016 and Fall 2016 entry dates were/are:

- February 15, March 2, April 29, and May 20 were all cancelled due to low registration
- June 24: 8 participants;
- July 22: 17 participants scheduled
- August : 44 and still has students signing up

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 during fall 2016, after the August 8<sup>th</sup> data has been collected.

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 – Full assessment of student outcomes will be completed during fall 2016

- One-on-one tutoring sessions: 604 –highest total attendance since this tracking system was implemented in fall 2012 (see below)
- Friday Lab sections = 4 (2 ENGL and 2 MATH) with a total of 52 sessions
- Tech Tutoring:-44 sessions
- Workshops
- 6 Scholarship workshops, including 2 supporting the Journey Home Summer Internship program

- 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 held for finals; food provided by ASG and space/tutoring provided by SSC.
- Midterms: 103 total student visits; 16 tutoring sessions
- Finals: 76 total student visits; 14 tutoring sessions

| 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   |
| <b>Spring 2016</b> | <b>604 – highest recorded (28% higher than fall 2015 and 66% higher than spring 2015)</b> |

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 fall 2016 semester with support of IR department. 70%.

Spring 2016 Totals:

Total individuals in attendance: 74 (freshmen 22; sophomores 12; juniors 19; seniors 12; guests 4; staff/faculty 5)

- Total: dinner attendance 250/ TC attendance 69
  - Seniors: 22/9
  - Juniors: 82/26
  - Sophomores: 33/11
  - First Year: 85/21
  - Guest: 21/1
  - Staff/faculty: 7/0

Data collection is being streamlined for easier longitudinal tracking and during fall 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 2016-17 and will look back to 2012, 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:

The LIBS110 course- *Strategies and Skills for College Success*: Spring 2016: 8 students on Academic Warning or Probation are enrolled and 3 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 addressed 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. The Retention Director will review student academic concerns and register students for the fall 2016 session by the end of July; the new Retention Specialist will teach the class this fall using the curriculum designed in the spring. Assessment of the course will begin this fall, and outcomes will be analyzed back to fall 2013 when this course was first rolled out as a support for students on academic warning/probation. The initial assessment of outcomes for the students in the course this spring is very positive: all but one student increased their semester GPA from the previous fall, and several of the students had significant leaps.

| FA15 GPA | SP16 GPA | Change | CGPA  |
|----------|----------|--------|-------|
| 1.89     | 2.75     | 0.862  | 2.38  |
| 1.27     | 2.33     | 1.06   | 1.748 |
| 0.00     | 3.75     | 3.75   | 2.563 |
| 3.12     | 3.50     | 0.38   | 3.301 |
| 1.97     | 2.67     | 0.70   | 2.283 |
| 1.00     | 0.89     | -0.11  | 1.81  |
| 1.37     | 3.67     | 2.30   | 2.684 |
| 3.33     | 3.45     | 0.11   | 3.381 |
| 2.52     | 3.25     | 0.73   | 2.743 |
| 0.33     | 3.00     | 2.67   | 2.25  |
| NA       | 3.13     | 0      | 3.126 |

Additionally: Pilot Achievement Coach Program SSC's Retention Specialist resigned and we have hired Nicole Lovato, a former IAIA student who has also directed the Summer Bridge program for the past two years. 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

- 96 (some students received more than 1 Alert)
- 96 contacted
- 64 students responded
- 8 students attended 1 or more Achievement Coaching sessions
- 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 assessed fully during fall 2016 semester (will include which students persisted, etc.)

#### Academic Warning and Probation

- 13 students were identified

- 10 total met with Achievement Coach or Retention Director and developed academic plans
- 1 student on probation was suspended for behavior
- 1 student on warning moved to probation status
- 11 remaining students (85%) cleared up their academic status for fall semester

Spring 2016 goals to improve follow-up with referring faculty and staff were generally successful: 69 of 96 reports were followed up on with referring staff/faculty.

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. 2016 total attendees: 217 people served

Additionally: an Online Orientation Program is being developed and should be rolled out by the end of July to better prepare and support online students. The program includes a welcome video featuring faculty and staff who support online programs; a FAQ section; a 'what to expect' section including explanation of online course policies; and a quiz to help assess the students' knowledge. The welcome video was conceived and filmed by two IAIA students in the Cinematic Arts & Technology program, Mark Lewis and William Willey.

Additionally: Financial Aid

- Federal Update: Prior-Prior Year to begin in October 2017 for Fall 2017.
- New Scholarship application process implemented for Fall 2016: AICF/IAIA application process. A Wufoo application has been created to allow:
  - students to confirm satisfaction of applications requirements and be recorded for later verification.
  - Allow students to submit essay directly to Dropbox with time stamp and automated cut off for submission
  - Incorporate AICF training video on TCU and Full Circle application
  - Will include rubric so students better understand essay scoring process.

Fall 2016: American Indian College Fund/TCU Essay/Scholarship Application:  
Applications will be accepted for Fall 2016 on August 15, 2016 with the deadline for submission being Saturday, August 27, 2016 at midnight. The scholarship dinner event will be held in the IAIA Café on Thursday, September 15, 2016 (5-7:30pm).

Fall 2016/Spring 2017 Packaging Update: FSA files received (as of 7/15/16)

- 120 students pending review (awaiting paperwork from student)
- 164 files review complete
- 85 students packaged for aid
- 27 not eligible for aid (BFA received, non-degree, High EFC, Pell, default, self-pay)
- 154 not enrolled (yet) at IAIA; ISIR submitted indicating IAIA as an option.

**1.4 Track student success after college**

Expand internship and service learning opportunities for students. Karen Gomez has joined the IAIA Student Success Center team as Career Advisor. Karen comes to IAIA with a Master's

degree in Social Work from New Mexico State University and has wonderful advising, program coordination, facilitation and training experience. Karen has developed, coordinated and implemented pre-college programs for Native American students in middle school and high school. She has been a college instructor, financial literacy trainer and college coaching trainer. Most recently, as Academic Coach, Karen provided academic advising and career coaching to diverse student populations at Central New Mexico Community College.

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. 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. 70%

Project Four: Improve Graduate School Readiness

Tenth Annual Grad School Day will be held on November 4, 2016.

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 Retention Director has also distributed a Student Success survey to graduates for the past 4 semesters. 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. The 2015-16 surveys will be assessed during the Fall 2016 semester.

**1.5 Develop student leadership skills**

Alpha Chi Honor Society: students who attended the convention made a presentation to the board at the spring meeting, and they will make a second presentation to the entire campus in FA16 about the Alpha Chi Honor Society and the benefits of both membership and attending the national convention. Through fundraisers, they were able to raise enough money to cover the outstanding expenses of the trip and will start the fall semester in a positive financial state.

### Project 2: Mentorship Program

The SSC has piloted several mentoring programs over the past 3-4 years, but each iteration had very limited participation. Our goal for the summer is to design a new pilot that can be rolled out in stages, and include specific recruitment strategies for each stage:

- (1) Using faculty, staff, and alumni as the mentors and focusing on first- and second-year students as mentees;
- (2) Incorporating peers as mentors, ideally using junior/senior students who had been through the mentoring program themselves.

Because the program is in development, there is not a final outline to provide at this time; however, some core components will be: required mentor training; strategies for matching mentor-mentee interests; an expected number of contacts each semester, no less than 4; all LIBS110 students will be required to participate; participants will be encouraged to meet at on- and off-campus events or activities connected to their interests.

### **Mission Objective 3: Build College Community**

#### **3.3 Implement a faculty and staff professional development plan Retention Staff Training and Professional Development:**

##### Jeminie Shell, Retention Director:

- Attended national AHEAD annual conference through virtual connection; July 13-15, 2016
- Attended professional planning meeting for Orientation Leader training session on Title IX and other topics; with staff from Student Life and Emily Stern, Coordinator of the Center for Diversity and Integrated Learning at Santa Fe Community College; July 13, 2016
- Attended Webinar: *Designing an Online Orientation to Support Distance Learner*; July 11, 2016
- Attended Webinar: *Free and Low Cost Apps for Student Use*; July 8, 2016
- Attended local training: *ADA Workshop – Making Public Events Accessible*; Santa Fe, NM; June 9, 2016
- Attended state-wide AHEAD-NM conference; Alamogordo, NM; May 19-20, 2016

##### Lara Barela, Financial Aid Director

- “The Impact of Prior-Prior Year: Preparing for What’s Ahead” 5/25/16
- Understanding your money personality 6/14/16
- Understanding consumer credit reports and scores 6/22/16
- How to start a financial wellness focus across campus 6/29/16
- FSA ID Demo 7/12/16
- Identify Theft 7/13/16

##### Leah Boss, Student Accounts Coordinator

- Identity theft 7/13/16
- FSA ID Demo 7/12/16
- FSA Tools & Resources 7/7/16
- How to start a financial wellness focus across campus 6/29/16
- 2017-18 FAFSA Update 6/28/16
- Understanding consumer credit reports 6/22/16
- Money personality 6/15/16 –

- New Early FAFSA (and Prior-Prior Year) 6/14/16

Nena Martinez Anaya-Chief Enrollment/Recruitment Officer

- ACT Enrollment Retention Conference 7/12/16-7/15/16
- Undocumented Students Webinar 7/21/16
- International Student Training (Designated School Official) 7/26/16

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

Retention Project One: Sixth Annual Student Success Summit.

This academic year's annual Summit will be held during the Spring 2017 semester on: February 22. We will begin the planning sessions during the Fall 2016 semester. This is a campus-wide event to promote student success.

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

Project 1: Develop new session for freshman orientation to more intentionally address topics of campus sexual assault; diversity, equity, and inclusion; bystander training; and healthy relationships. In collaboration with Student Life, a new intensive session on these topics has been planned over the summer and is being implemented in the fall 2016 freshman orientation program. The new program trains student Orientation Leaders and Residential Assistants to deliver required Title IX information and related topics to more effectively engage the incoming students during orientation sessions.

Additionally: Disability Support Program and ADA Accessibility improvements are still in discussion. The Retention Director, Chief Enrollment and Retention Officer, and Facilities Director met with Leah Rhule, Regional Affiliate of the Southwest ADA Center to discuss resources for implementing a comprehensive accessibility self-study and creation of a campus improvement plan to comply with Title III and Section 504 of the Americans with Disabilities Act. This project does not yet have a timeline, but we expect the planning stage to continue through fall 2016.

To: Dr. Robert Martin  
From: Carmen Henan  
Date: July 28, 2016  
Subj: Quarterly Board Report

### **Mission Objective 1: Improve Student Success**

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

The American Indian Higher Education Consortium (AIHEC) Student Congress held its Leadership in Future Endeavors (L.I.F.E.) Conference on the IAIA campus during May 24-26, 2016. Thirty-seven tribal college and university students participated in the conference and six IAIA students attended. Four of the newly elected 2016-2017 IAIA Associated Student Government (ASG) officers participated. IAIA student Leroy Grafe, who is also the ASG Vice-President and the AIHEC Student Congress Historian, was unable to attend but designed and produced the L.I.F.E. Conference program.

The 2016-2017 ASG Officers and their Advisor, Nocona Burgess, attend the American Student Government Association leadership training in Philadelphia, PA on June 24-26, 2016. The officers attending were: Chad Browneagle, President; Leroy Grafe, Vice-President; Delores Cortiz, Secretary; Del Curfman, Treasurer; and Manuel Ramirez, Public Relations Officer.

### **Mission Objective 3: Build College Community**

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

The Dean of Students attend a Title IX Coordinator and Administrator Training and Certification Level Two Course on June 12-15, 2016 in Denver, CO. Title IX Coordinators are required to have annual training to remain in compliance with the Office of Civil Rights and Department of Education.

The Dean of Students, Housing Director, Counselor, and Retention Specialist recently participated in a webinar titled "Dismissal, Suspension, and Readmission policies: Balance ADA, Behavior Threats, and Campus Policy" on July 26, 2016.

Carol Reed, IAIA Housing Director' will be attending the AIHEC Tribal College and University Summer Meeting on Student Services titled "Institutional Effectiveness" in Pablo, MT during July 31-August 5, 2016. Ms. Reed will be co-facilitating a workshop on Tribal College Residential Housing with housing administrators from Dine College and Tohono O'odham Community College. The three tribal colleges are working toward submitting a proposal to the AIHEC Board of Director's to establish a TCU Housing Officers Association.

### 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 Emergency Operations Group (EOG) met only once during the summer and no progress has been made on this project during this reporting period. The project remains 88% complete.

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

Project 3: Provide training for campus Title IX investigators and hearing panel. The project for the 2015-16 year is 100% complete but the annual training for the 2016-17 is yet to be scheduled.

#### Other: Title IX, Clery, and Violence Against Women's Act (VAWA) on Campus Safety

- A summer intern student, Elizabeth Stahmer, was hired through the Indigenous Liberal Studies internship program to assist in reviewing and updating the campus policies on Title IX, Clery, and (VAWA), and the recent ruling to support transgender students by the Department of Justice and Department of Education to ensure that the college is in compliance with the law.
- Student leaders have been identified to pilot a student lead orientation session on Title IX Campus Safety for new incoming students that will provide information on preventing and reporting discrimination, harassment, including sexual misconduct and violence, and retaliation. These students are the Residential Assistants, Orientation Leaders, and an LGBTQ student. They will be trained on the policies and procedures they're expected to present, as well as facilitation skills to help them communicate this information, which is sometimes uncomfortable to talk about. This training is scheduled for August 4, 2016.

#### Other: Residential & Family Housing

- Carol Reed, IAIA Housing Director, has resigned from her position effective September 2, 2016. A search to hire a director is in place and interviews are scheduled during the week of August 1-5, 2016.
- The housing department purchased furniture from the Strategic Priorities funding to furnish 3 family housing apartments for families who arrive on campus without furniture.

Due to the anticipated increase in enrollment, the Housing Director has contacted the Axton Apartments owned by the Santa Fe Opera to inquire about leasing 5 apartments for 10 students in the event the residence hall fills up. But as of July 28, 2016, there are still rooms available in the residence hall for students as shown in

the numbers below. Family housing will be full this semester with 3 students remaining on the waiting list.

- Housing Numbers as of July 28, 2016, for the 2016 fall semester:

|  | Residence Center | Family Housing | Totals |
|--|------------------|----------------|--------|
| New Students with completed contracts                | 40               | 9              | 49     |
| New student with incomplete contracts                | 3                |                | 3      |
| New students without contracts but confirmed arrival | 5                |                | 5      |
| Returning students with completed contracts          | 68               | 21             | 89     |
| Total number of residents expected.                  | 116              | 30             | 146    |



To: Dr. Robert Martin  
From: Alex Shapiro  
Date: July 28, 2016  
Subject: August 2016 Quarterly Trustee Report

## **Mission Objective 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. The Alumni Facebook page has reached 750 likes, up 27% from a year ago. On June 10, 2016, Chee Brossy, Alumni and Constituent Relations Manager, and Alex Shapiro, Director of Institutional Advancement, held a reception during the Red Earth Festival in Oklahoma City for Alumni and donors. The reception was the first outside of Arizona and New Mexico in many years and took place at the Exhibit C gallery owned by the Chickasaw Nation.
- Percent Completed: 60%

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

- The Alumni Council met for the seventh time in May at the IAIA campus. The Council continues to make progress toward establishing programmatic alumni outreach. The election for three open seats on the Council will take place this August. In July, the staff sent alumni online and regular mail notices about the election and the call for candidates. The current Council will meet once more before the new Council is voted in. The Council has been helping to solicit donations for the dinner/auction and plans to be a presence at the SWAIA Indian Market this year with a booth and information for alumni.
- Percent Completed: 75%

#### *IAIA Foundation*

- The Development Committee of the Foundation Board has continued to help plan and implement cultivation events for the performing arts and fitness center campaign. The Advancement staff worked with the accountants to complete the Foundation's Form 990.

## 1.2 Increase enrollment; improve retention and completion

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

- Mr. Shapiro met with Nena Anaya, Chief Enrollment/Retention Officer, and Larry Mirabal, Chief Financial Officer, to discuss the process for evaluating outcomes. The group will compile data and seek the assistance of Bill Sayre, Director of Institutional Research, to develop a process for determining and evaluating outcomes
- Percent Completed: 15%

## 1.3 Increase scholarship funds

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

- *Raise \$488,000 (net) in scholarships*
- As of July 22, 2016, IAIA raised approximately \$562,000 in net donations for scholarships. This represents about 115% of the goal for the fiscal year.
- Scholarship Campaign: Scholarship fundraising continues to go well. In July, the Advancement Office – with the invaluable assistance of Jason Ordaz, Marketing and Communications Specialist – tested an online appeal, using Facebook and emails. While the response was not huge, it proved an instructive pilot project. The staff will be evaluating the outcome and statistics to determine if a broader appeal might be rolled out in the Fall.
- Events: Table sponsorships are running about even with last year's event so far. To date, the staff has received the equivalent of 35 table sponsorships (some are shared sponsorships), plus additional donations. The capacity is 45 tables. Although auction donations began more sluggishly than last year, the pace has quickened in the past three weeks.
- Percent Completed: 115%

## 1.4 Track student success after college

*Project: Conduct regular structured inquiries to alumni*

- There has been no additional work on this project during the reporting period.
- Percent Completed: 10%

### **Mission Objective 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*

- The campaign has secured \$1,600,000 in cash and pledges so far and approximately another \$100,000 is pending as of July 5. The May 17 reception at the home of Gail and Joel Bernstein – hosted by the Bernsteins and Jane and Bill Buchsbaum – had approximately 30 guests. Two weeks later, there was an event on June 1 at the IAIA museum featuring the Pueblo of Pojoaque Youth Hoop Dancers and remarks by Lorraine Lewis, an IAIA alumna. In addition to continuing to identify and solicit individual donors, the staff is working on proposals for Disney, Chevron Mining, and Nike. Eileen Berry, the Development Officer is working with Fran Mullin and The Compound Restaurant for the reception there on Tuesday, August 16 – which will focus on the campaign.

#### **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 about \$123,00 in net donations for annual giving. This represents almost 47% of the goal for the fiscal year.
- Annual Campaign: While the overall amount from donations continues to be very strong (about 91% of the final goal), 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 appeal requesting support to honor David Bradley helped increase unrestricted income and was the most successful spring appeal of the past four years. While the response rate was only 1.2%, the average gift was \$574, more than double the average gift from the calendar year end appeal.

- Major Donors: At the beginning of the current fiscal year, there were 117 major donors in the President's Circle and as of July 22, there are 138, an increase of 12 in just the past two months. The second annual Circles Events (activities for supporters in either the President's Circle or the Lloyd Kiva New Legacy Circle) were held May 11-14. The first event was a reception at Tony Abeyta's studio with about 30 guests. Lunch the next day at Virgil Ortiz' studio had 24 guests. That evening, Aysen New welcomed about 30 guests to her home and the following evening, almost 35 people joined the Board of Trustees for dinner at The Shed (almost 50 altogether). The festivities concluded with Commencement and a reception at the home of Dr. Martin and Luci Tapahonso.
- Percent Completed: 60%

*Project: Implement the planned giving program*

- There has not been any substantive work done on this project since the last report. A second newsletter is planned to be mailed in September.
- Percent Completed: 50%

*Project: Develop Tribal Engagement Initiative*

- Mr. Shapiro and Dr. Martin will be teleconferencing in early August with Bidtah Becker and Sonya Kelliher-Combs to discuss possible pilot projects to be implemented in the 2016/17 academic year.
- Percent completed: 15%

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

- The first draft of the new Gift Acceptance Policy has been completed and is now in the hands of Gary Ruttenberg, an attorney specializing in estate planning, who will be donating his services to review the draft.
- Percent Completed: 50%

# INSTITUTE OF AMERICAN INDIAN ARTS

## FINANCE COMMITTEE MEETING MINUTES

Thursday, May 12, 2016  
LKN Welcome Center Boardroom

### Board Members:

Barbara Davis Blum\*  
Barbara Ells  
Brenda Kingery  
Dr. Cynthia Chavez Lamar  
Dr. Deborah Goodman\*  
Dr. Robert Martin  
JoAnn Balzer  
Kristine Miller  
Loren Kieve\*  
Princess Johnson  
Sonya Kelliher-Combs

### Staff:

Aimee Balthazar  
Dr. Bill Sayre  
Guillermo Tilley  
Jacque King  
James Mason  
Larry Mirabal  
Todd Spilman

### Guests:

### Not in attendance

Bidtah Becker

\*Committee Members

Barbara Davis Blum, Chair, called the Finance Committee meeting to order at 9:17 a.m. (MDT)

- I. Ms. Blum reviewed the Institute of American Indian Arts (IAIA) Financial Statement.
  - Budget to Actuals:
    - At the midway point of the fiscal year - March 31, 2016 - IAIA expenses are tracking 4% under budget.
    - At the end of FY '16 - September 30, 2016 the Contingency Reserve account is estimated to be \$1.5 million.
    - IAIA has an uncollected student debit default rate of 10%-15% per year. Larry Mirabal, CFO, will research ways to reduce IAIA's uncollected student accounts.
  - Statement of Revenues:
    - The Congressional Committee on Appropriations has awarded IAIA \$9.6 million in funding. In FY'16 IAIA requested an increase of \$150,000. To stay conservative, the FY '16 budget did not reflect the requested increase which IAIA received. IAIA also received \$2 million in forward funding to better align the funding stream with the school year.
    - Conference Service revenue increased significantly, and they have a full schedule for summer 2016. Tuition, contributions, and miscellanies income are all tracking above budget predictions.

- Institutional Advancement has reported a net increase in revenue of 38% over the past year.
- For the fourth quarter, the IAIA Museum Store reported a profit.
- The IAIA Permanent Endowment account is down about \$100,000 due mainly to fluctuations in the Stock Market.

- II. JoAnn Balzer moved to accept resolution 2016-008 - FY16 2<sup>nd</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. Brenda Kingery seconded the motion. There was no further discussion on the subject. Barbara Davis Blum called for a vote: in favor – 11; opposed – 0; abstained – 0. Resolution 2016-008 will be presented during the next Board of Trustees (BOT) general session meeting.

Princess Johnson moved to accept Resolution 2016-009 - President's Travel Authorization Policy: - 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. Sonya Kelliher-Combs seconded the motion. There was no further discussion on the subject, and Barbara Davis Blum called for a vote: in favor – 11; opposed – 0; abstained – 0. Resolution 2016-009 will be presented during the next BOT general session meeting.

Dr. Deborah Goodman moved to accept resolution 2016-010 – Revised Grievance Policy: 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. Barbara Ells seconded the motion. There was no further discussion on the subject, and Barbara Davis Blum called for a vote: in favor – 11; opposed – 0; abstained – 0. Resolution 2016-10 will be presented during the next BOT general session meeting.

- III. The IAIA will hold a groundbreaking ceremony for the Performing Arts and Fitness Center. The ceremony will take place on Wednesday, November 9, 2016.

- IV. In January of this year, IAIA adopted a new employee insurance program, with coverage and fees based on a self-insured business model.

Todd Spilman, Human Resources Director, presented the revised grievance policy to the Finance Committee, which standardizes the policy for faculty and staff and the establishment of a grievance review panel staffed by faculty and staff members who are not in the direct line of authority of the grievant. In addition, there is now a process to appeal a decision to the President. The Faculty and Staff Councils reviewed and had the opportunity for input before the revised grievance policy was approved by the President before it was submitted to the BOT.

- V. Starting Monday, May 16<sup>th</sup> the installation of the new heating, ventilation and air conditioning (HVAC) systems and the new Thermoplastic Polyolefin (TPO) single-ply roofing membrane roof on the academic building will begin.

Facilities also will install an HVAC system in the Hogan allowing it to be used during the summer months. The downstairs kitchen will be renovated in which the refrigerator will be replaced and a second range will be added. IAIA would like to expand the cooking classes currently offered by Lois Ellen Frank, Chef/Owner, Red Mesa Cuisine.

- VI. Guillermo Tilley, Museum Store Manager, explained some recent changes in the Museum store. There is a new floor plan in the sales area improving the display of merchandise. Mr. Tilley implemented a new pricing method for jewelry and other merchandise. Additional plans include an online based store form the IAIA website and the development of social media sites.

Barbara Davis Blum adjourned the meeting at 10:01 a.m. (MST).

# INSTITUTE OF AMERICAN INDIAN ARTS

## MUSEUM COMMITTEE MEETING MINUTES

Thursday, May 12, 2016  
LKN Welcome Center Boardroom

### **Board Members:**

Barbara Davis Blum  
Barbara Ells\*  
Brenda Kingery  
Dr. Cynthia Chavez Lamar  
Dr. Deborah Goodman  
Dr. Robert Martin  
JoAnn Balzer  
Kristine Miller  
Loren Kieve  
Princess Johnson\*  
Sonya Kelliher-Combs\*

### **Staff:**

Dr. Bill Sayre  
Jacque King  
Patsy Phillips

### **Guests:**

### **Not in attendance**

Bidtah Becker\*

\*Committee Members

Sonya Kelliher-Combs, Interim Chair, called the Museum Committee meeting to order at 10:02 a.m. (MDT).

- I. Patsy Phillips, Director of the Institute of American Indian Arts (IAIA) Museum, met with three individuals who are interested in establishing a Docent and Volunteer program for the IAIA Museum of Contemporary Native Arts. The next step will be recruiting individuals and providing them a six month training program.

IAIA received a three year grant from the Margaret A. Cargill Foundation for the Artist-in-Residence (A-I-R) Program. This program provides opportunities for Native and First Nation artists to come to IAIA for a month of art-making and interaction with IAIA students, staff and faculty. Dr. Lara Evans, Museum Studies Department, organizes lectures and luncheons at the IAIA Museum for the public. The A-I-R program has brought 14 established artists to the campus.

The IAIA Museum of Contemporary Native Arts sponsors a Social Engagement Residency Program. This program is supported through National Museum of the American Indian (NMAI). Artists selected for this residency are required to work



directly with a Santa Fe community of their choosing. Confirmed artist for April 26<sup>th</sup> to May 5<sup>th</sup> are IAIA alumni Heidi Brandow and Rose Simpson.

Patsy Phillips participated as a moderator for the Smithsonian's National Museum of the American Indian's Strong Women Strong Nations Program which was held March 18, 2016. Ms. Phillips also participated a reader of grant proposals for the Rasmuson foundation's program to fund the arts.

The Acquisitions committee accepted an installation piece, "*Gray Curl*", donated by Sonya Kelliher-Combs. Ms. Kelliher-Combs is a participating artist for "*New Perspectives on Art from the Americas*". The upcoming exhibition is part of SITE's Santa Fe ongoing biennial series with a focus on Contemporary Art from the Americas. The biennial opens on July 16, 2016.

Dr. Manuela Well-Off-Man has been named Chief Curator at the Institute of American Indian Arts (IAIA) Museum of Contemporary Native Arts. Dr. Well-Off-Man formally worked as an Associate Curator at Crystal Bridges Museum of American Art. Dr. Well-Off-Man brings more than fifteen years of curatorial experience to her position as Chief Curator at the IAIA Museum. She possesses a comprehensive knowledge of Contemporary Native American Art. It was unanimous among the IAIA community who participated in the interview process that Dr. Well-Off-Man was the best candidate to move the IAIA Museum forward.

The Mellon Foundation recognizes the national need for specialized training in the curatorial field for Native American Art. Nationally, museum studies programs do not specialize in Native American Art. The Mellon Foundation offered funding to the National Museum of the American Indian (NMAI) to create a professional development training program for Native Americans interested in the museum curatorial field. NMAI conducted an assessment to determine what the needs are and what NMAI could provide. There are a number of programs available that mostly focused on practicums like collections management, and registration, rather than curatorial practices. Portland Art Museum and NMAI offer curatorial level programs. Both are geared more toward ethnography and archaeologies collections rather than curators who can curate contemporary Native art.

In August, 2016, IAIA Museum of Contemporary Native Arts will open a retrospective of Rick Bartow's work – *Things You Know But Cannot Explain*. Mr. Bartow, one of the nation's most prominent contemporary Native American artists, passed away in April.

Sonya Kelliher-Combs adjourned the meeting at 11:01 p.m. (MDT).

# INSTITUTE OF AMERICAN INDIAN ARTS

## ACADEMIC AFFAIRS COMMITTEE MEETING MINUTES

Thursday, May 12, 2016  
Lloyd Kiva New Welcome Center  
Boardroom

### **Board Members:**

Barbara Davis Blum  
Barbara Ells  
Brenda Kingery\*  
Dr. Cynthia Chavez Lamar\*  
Dr. Deborah Goodman\*  
Dr. Robert Martin  
JoAnn Balzer  
Kristine Miller\*  
Loren Kieve\*  
Princess Johnson  
Sonya Kelliher-Combs\*

### **Staff:**

Char Teters  
Carmen Henan  
Jacque King  
Lara Evans  
Nena Martinez Anaya

### **Guests:**

### **Not in attendance**

Bidtah Becker

\*Committee Members

Dr. Deborah Goodman called the Academic Affairs Committee meeting to order at 2:57 p.m. (MDT).

- I. Thursday, May 12<sup>th</sup>, the Cinematic Arts Department held their 3<sup>rd</sup> Annual Cine Student Filmmaker Awards. Charlene Teters, Academic Dean, explained that the awards ceremony bears a certain resemblance to the Golden Globe Awards. Selections for the award categories are devised from the learning outcomes, i.e. creating meaningful stories, showing technical efficiency, editing, etc. The Cinematic Arts Department uses an Assessment Project Template to record their progress.

The Indigenous Liberal Studies (ILS), the Institute of American Indian Arts (IAIA) Library, and IAIA Museum Studies have adopted our Indigenous/Community Based model to assess the course learning outcomes. For example, the ILS department invited a group of faculty, staff and students to review written assignment from different classes. The group will discuss their perspective of the materials while the ILS faculty and adjunct faculty will determine if the course learning outcomes were topics of the discussion. This approach allows the Department to quickly establish and implement any adjustments that are required to achieve the essential learning outcomes intended.

Dr. Lara Evans, Associate Professors, explained that this process allows us to look at student's work to determine what students are learning or what additional instruction they may need.

On April, 29<sup>th</sup>, students performed "*Nations of The Moon*" in the Center for Life Long Education (CLE) Commons on the IAIA Campus. "*Nations of The Moon*" is an ensemble piece created by the students in the IAIA Performing Arts program. The cast and production team gathered stories about wolves and humans, focusing on different Native American tribal communities' relationships with these majestic animals. The entertainment for the IAIA annual dinner and auction, scheduled for August 17<sup>th</sup>, will be an excerpt from this performance.

The academic department established a fund for faculty professional development. Next week some of the faculty will attend the Higher Learning Commission (HLC) Persistence and Completion Academy in Chicago.

During the last roundtable at HLC, Dean Teters attended a session that discussed how faculty in general are not using innovative methods to deliver materials. May 23<sup>rd</sup> – 25<sup>th</sup> Dean Teters will sponsor a three-day training session on academic technology for faculty and staff. The academic technology staff will demonstrate to faculty how they can support their teaching efforts using online and digital technology in the classroom.

There are limitations to what we can accomplish in the academic studios, regarding materials and air quality. We have a classroom that operates with a negative pressure passive ventilations system, which can be overwhelmed by the strong odors of some of the materials used. IAIA follows all Occupational Safety and Health Administration (OSHA) guidelines, as we are required to provide a safe and healthy work environment for our staff and students. On June 4<sup>th</sup>, Ms. Rossol, Industrial Hygienist, will perform a walk-through of the academic building. She will provide a report that will outline what will be required to enhance each studio area and allow students to work with these different materials safely. On a previous occasion, the results of Ms. Rossol's report provided recommendations for operating the Allan Houser Haozous Sculpture & Foundry Building safely.

Dr. Evans has notified artists selected for the next Artist in Resident (A-I-R program). Dr. Evans manages the Margaret A. Cargill grant and coordinates the A-I-R program. She has completed the first year for both the paid internship program and for the Artist-in-Residence program. She also chose eleven (11) students who will help in their tribal communities this summer, as part of the paid internships program. Next January the Margaret A. Cargill Board of Directors will visit IAIA. Dr. Evans will arrange for the works of the A-I-R, to be on display at the museum for the Cargill Board of Directors visit.

- II. Nena Martinez Anaya, Chief Enrollment & Retention Officer, reviewed the new Plan 2020 enrollment goals. IAIA averages about an 8% growth for both the Fall and Spring semesters. When establishing the Plan 2017 enrollment goals, we knew that 700 FTE would be a stretch goal. IAIA did not receive the increases in the online and off campus enrollment as expected. IAIA realigned the enrollment goals for Plan 2020 to achieve the goal of 700 FTE by 2020. With the improvement in the economy colleges across the country have experienced decreases in enrollment. IAIA's enrollment, however, continues to increase.

Plan 200 which did not include a specific enrollment FTE goal. The Trustees discussed whether or not the realigned enrollment goals require a BOT affirmative action. Some Trustees believe it is important to have a specific goal mentioned in Plan 2020. Other Trustees feel that when focusing on data to improve retention a particular number is not necessary. It was decided that Affirmative action by the BOT was required.

IAIA's Fall 2016 semester enrollment increased by 7% over Fall 2015. IAIA has accepted 177 new students. The BOT inquired about the number of incomplete applications. Ms. Anaya explained that admissions had not received High School transcripts to complete the applications. The majority of the incomplete applicants are high school seniors graduating in May and June of 2016. Since the implantation of Empower, which automatically track the applications, Admissions can run a report that shows what information is required to complete those outstanding applications.

Mary Curley, Director, Office of Admissions & Recruitment, will begin her maternity leave on June 23<sup>rd</sup>. She is scheduled to return in September. Assistant Director Jonathan Breaker will fill in during her absence.

The Student Success Center (SCC) Learning Lab continues its workshops and plans to add two more two more. The SCC) offers Blue Corn Morning during Midterms and Finals of each semester. The pilot project developed by the Office of Admission and the SSC will host a series of "Thunderbird Days" again this summer.

The IAIA Alpha Chi Honor Society students competed in the National Convention presentation event for the first time. Damian Price and Nomi Okuzono was awarded a scholarship for Fall 2016. William Thoms won the national visual arts award with his work. The Alpha Chi students will present to the BOT tomorrow morning, May 13<sup>th</sup>.

The Scholarship Committee Action Team would like to increase the funds available for the student emergency fund to help enhance retention rates. Carmen Henan, Dean of Student Life Division, informed the BOT that available funds have increased. Dean Henan sits on the Student Benefit Fund Committee and she reported that the Associated Student Government (ASG) provides 10% of their budget, or \$2,500 to the student emergency fund. For the past several years Alex Shapiro, Director of Institutional Advancement, has helped raise funds for this program as well.

IAIA offers retention scholarship funding. The Financial Aid and Student Account office reaches out to students with high grade- point averages (GPA) who are making academic progress toward their degree but need financial assistance.

- III. On March 14-16, 2016, thirty IAIA students participated in the 2016 American Indian Higher Education Consortium (AIHEC) Student Conference in Minneapolis, MN Student Life and participating students raised just over \$3,000 for the trip. They applied the funds toward the cost of chartering a bus. IAIA students received 41 awards overall, the 2016-2017 AIHEC Student Congress elected IAIA students, Valirie Serawop as Secretary; Leroy Grafe as Historian; and Del Curfman as the Southwest Representative.

The 2016 AIHEC Student Congress "Leadership in Future Endeavors" (L.I.F.E.) conference will take place on the IAIA campus, May 24<sup>th</sup> – May 26<sup>th</sup>. Thirty-eight (38) students representing fifteen (15) Tribal Colleges and Universities (TCU's) will attend the conference. Speakers for the event include Dean Teters, IAIA, Butch Oxendine, Executive Director at American Student Government Association, and Chance Rush.

Dean Henan invited Notah Begay- Professional golfer- as a luncheon speaker but he has not yet confirmed.

This year Carol Reed, Student Housing Director, attended the AIHEC conference. Ms. Reed met with housing directors from Tohono O'odham Community College, Diné College and Carrie Bill, President of AIHEC. Ms. Billy agreed that there was a need for a Housing Directors workshop. AIHEC will add a session for Residential Directors to the Student Service Conference during the Salish Kootenai College summer meeting in Pablo, Montana.

The 2016 Commencement Ceremony is Saturday, May 14<sup>th</sup>. Before the ceremony, Nocona Burgess, Student Activities Coordinator, will say a few word about Professor Ed Wapp, who passed away in April. Barbara Davis Blum also will say a few word about James Santini, an original member of the IAIA Board of Trustees. This years' Master of Ceremony is Professor Porter Swentzel, Santa Clara Pueblo.

Dr. Deborah Goodman adjourned the meeting at 4:00 p.m. (MDT).

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

**Friday, May 13, 2016**  
**Lloyd Kiva New Welcome Center**  
**Boardroom**

**Board Members:**

Barbara Davis Blum  
Barbara Ells\*  
Bidtah Becker  
Brenda Kingery\*  
Dr. Cynthia Chavez Lamar  
Dr. Deborah Goodman  
Dr. Robert Martin  
JoAnn Balzer\*  
Loren Kieve  
Kristine Miller  
Princess Johnson  
Sonya Kelliher-Combs\*

**Staff:**

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

**Guests:**

**Not in attendance**

\*Committee Members

Brenda Kingery, Chair, called the Institutional Advancement Committee meeting to order at 10:08 a.m. (MDT).

- I. Alex Shapiro, Director of Institutional Advancement, announced at the February Board of Trustees (BOT) meeting, that the lead donation of \$1 million from the Ottens Foundation has been secured. The Foundation requested that the fitness center portion be named The John and Sophie Ottens Fitness Center, rather than the whole building being named in honor of the Ottens:

The Ottens established their foundation in 1998 to support health and health education programs for Native Americans in the Four Corners States. Dr. Henry Hooper became president of the Foundation Board of Directors when John and Sophie passed away in 2000. Over the past eight years, the Foundation has provided \$100,000 each year in general operations funds for the fitness center. Dr. Hopper plans to liquidate the Ottens Foundation over the next four years.

Loren Kieve moved to accept resolution 2016-011 – Ottens Naming: Be it resolved, that the Board of Trustees of the Institute of American Indian and Alaska Native Culture and Arts Development approves the proposal to name the fitness program section of the performing arts and fitness center as follows: John and Sophie Ottens Fitness Center. Barbara Ells seconded the motion. There was no further discussion on the subject.

Brenda Kingery called for a vote: in favor – 11; opposed – 0; abstained – 0. The Advancement Committee will present Resolution 2016-011 during the next BOT general session meeting.

Dr. Martin and Mr. Shapiro have begun soliciting the BOT, the IAIA Foundation Board of Directors and the President's Cabinet members. As of April 15<sup>th</sup> the campaign has received almost \$200,000 in additional pledges. The goal of the "Moving Forward" Campaign is to raise \$4 million from private sources. The Advancement office has raised \$1.2 Million so far.

Eileen Berry, Development Officer, reviewed the upcoming Moving Forward Donor Engagement Events. Gail and Joel Bernstein and Jane and Bill Buchsbaum will co-host an IAIA reception at the Bernstein's residence on Thursday, May 19<sup>th</sup>. The last scheduled event will take place at the IAIA Museum on Wednesday, June 1<sup>st</sup>.

Each year, during Indian Market, Fran Mullin, one of IAIA's donors, hosts a reception at the Compound Restaurant. This year, on August 16<sup>th</sup> Mr. Mullen has generously offered to focus this year's event on the new IAIA Performing Arts and Fitness Center.

Mr. Mullin was instrumental in helping to establish the Allan Houser Scholarship. He is committed to matching \$10,000 in pledges each year. Mr. Mullin personally funds the endowed scholarship until the accounts assets mature.

- II. During the Institutional Advancement Committee conference call on May 5<sup>th</sup>, the Committee discussed the display of a picture with a naming. A request was made to include a picture of David Bradley next to his naming plaque in the painting studio. The Advancement Committee recommended to the BOT that an image of the person(s) for whom the building or a section of the building is named may be displayed within the building. For the naming of a room or other furniture, i.e. marker, bench, or display space; no image of the person(s) for whom the item is named may be displayed. Per the Committees recommendation, Mr. Shapiro prepared guidelines for including images with a naming opportunity. Mr. Shapiro will draft a naming policy amendment resolution to present before the BOT at the next general session meeting.

The Office of Institutional Advancement proposed setting aside space on campus that would become the recognition area. We could then display images of the person(s) who have made significant contributions to or have been honored by IAIA, i.e. Outstanding Alumni, Honorary Doctoral recipients, former IAIA Presidents.

- III. Gracie Schild, Advancement Services Manager, reported that 20 tables have been paid for (or pledged) for the Annual Dinner/Auction. As of May 13<sup>th</sup>, IAIA has raised \$31,100 in cash donations for scholarships. This amount represents an increase of 40% over this same time last year. The pledged donations now total \$15,770.

This year the Gala will move to an Electronic bidding platform for the silent auction. Guest can download an app to their phones then enter their bid number and credit card information. This system allows guests to bid on items they like while socializing. They'll receive real-time updates and higher bid notifications during the auction to keep them informed. The winning bidders will receive an invoice on their phone that they can quickly review and pay. The new system will eliminate the long lines at check-out, help prevent misunderstandings, and will streamline the collection process. The honorary co-

chairs for the 2016 IAIA Dinner and Auction will be Gilbert Waldman and Christy Vezolles, Founders of Art Value LLC. Returning for the 2016 Gala will be, Mark Johnson - Auctioneer and Shane Hendren - Master of Ceremonies.

- IV. IAIA has offered a number of organizations to host their Tribal events on the campus. Laurie Logan Brayshaw, Director of Sponsored Programs and Mr. Shapiro are exploring the possibility of co-hosting a New Mexico Tribal event. The BOT discussed ideas to build and strengthen support from the Tribes/Pueblos our students represent. Suggestions included sending a letter requesting a contribution to the Tribal Leaders, signed by their students or having the students call their Tribal Leaders directly. Another idea included producing a video of students telling their stories and statements about IAIA. The video could be used for fundraising, recruitment and Tribal relations.

Progress for this project is slow. It is a serious commitment for the Tribes/Pueblos to give money outside their communities. The Tribal communities provide scholarships directly to their students.

IAIA partnered with Center for Car Donations, and almost any vehicle can be donated to IAIA to support our academic priorities. Located on the IAIA website, under Giving, you will now see a tab for Car Donations.

Brenda Kingery adjourned the meeting at 11:07 a.m. (MDT).



# INSTITUTE OF AMERICAN INDIAN ARTS

## GENERAL SESSION MEETING MINUTES

Friday, May 13, 2016  
LKN Welcome Center Boardroom

### **Board Members:**

Barbara Davis Blum  
Barbara Ells  
Bidtah Becker  
Brenda Kingery  
Dr. Cynthia Chavez Lamar  
Dr. Deborah Goodman  
Dr. Robert Martin  
JoAnn Balzer  
Kristine Miller  
Loren Kieve  
Princess Johnson  
Sonya Kelliher-Combs

### **Staff:**

Alex Shapiro  
Carmen Henan  
Charlene Carr  
Dean Char Teters  
Eileen Berry  
Eric Davis  
Jacque King  
Joannie Romero  
Laurie Logan Brayshaw  
Larry Mirabal  
Nena Martinez Anaya  
Patsy Phillips  
Ryan Flahive

### **Guests:**

Chad BrownEagle  
Dolores Cortez  
John Romano  
Karl Duncan  
Kristin Kaye  
LeRoy Grafe  
Manuel Ramirez

### **Not in attendance**

- I. Loren Kieve, Chair, called the Board of Trustees General Session Meeting to order at 1:00 p.m. (MDT).
- II. Charlene Carr, Director, Land Grant Programs provided the opening prayer.
- III. Quorum established with 11 voting members of the Board of Trustees (BOT) present.
- IV. JoAnn Balzer moved to approve the meeting agenda; Brenda Kingery seconded. Loren Kieve called for a vote; all in favor – 11, opposed – 0, abstained – 0. The May 2016 meeting agenda was approved.
- V. JoAnn Balzer moved to approve the February meeting minutes; Barbara Davis Blum seconded. Loren Kieve called for a vote; all in favor – 10, opposed – 0, abstained – 1, Sonya Kelliher-Combs did not attend the meeting. The February 2016 meeting minutes were approved.

- VI. The Facilities Department has been hosting and working with Worcester Polytechnic University (WPI) engineering students this semester. Dr. Martin, President, explained that three students, Anthony DiBiasio, Evan Pilaar, and Kimberly Rosa, have selected IAIA for their seven-week junior interdisciplinary project. The students are working on an electrical system monitoring and Leadership in Energy and Environmental Design (LEED) light options for the campus.

- ❖ Laurie Brayshaw, Director of Sponsored Programs, introduced Joannie Romero, Continuing Education Manager. Ms. Romero transitioned from the Assistant to the Faculty position in February.

The Continuing Education program will offer cooking courses in the Hogan with Lois Ellen Frank as the instructor. The College Career Readiness Program, funded by the New Mexico Public Education Department, provides the opportunity for parents/guardian to become more involved in their child's education. Continuing Education Units (CEU's) will be given to the parents/guardians for their participation. In addition, Continuing Education has partnered with the National Indian Education Association (NIEA) to offer CEU's to conference participants at their 2016 NIEA conference in October.

- ❖ Dr. Bill Sayre, Director of Institution Research, was not able to attend the BOT general session meeting. His report was in the Board packet.
- ❖ Eric Davis, Market and Communications Director, continues to expand our press campaigns and social media marketing to improve IAIA visibility in Santa Fe and surrounding areas. The new advertising campaign featuring Dean Teters continues to receive a great response.
- ❖ Charlene Carr, Director, Land Grant Programs, provides outreach under the priorities of the Land Grant Programs Strategic Plan. The four Land Grant priorities include –
  - Crop Production
  - Provide programming to Native youth
  - Improve and support the health and wellness of New Mexico communities
  - Provide training and support for New Mexico and Tribally-owned agricultural business

Ms. Carr is co-coordinating the November 2016 First Americans Land-grant Consortium (FALCON) conference with USDA and sister 1994 land grant institutions. The FALCON conference assembles tribal colleges and universities with Land Grant status as a means to network, attend training opportunities and receive USDA updates

- VII. The Associated Student Government (ASG) officers introduced themselves. The 2015 – 2016 officers are:

- Del Curfman, President
- Ryan Young, Vice-President
- Manuel Ramirez, Secretary
- LeRoy Grafe, Treasurer
- Kristine Kay, Public Relations Officer

The newly elected 2016-2017 ASG officers are:

- Chad Brown Eagle, President

- LeRoy Grafe, Vice-President
- Delores Cortez, Secretary
- Del Curfman, Treasurer
- Manuel Ramirez, Public Relations Officer

ASG goals for the 2016-2017 academic year-

- Continue Student Outreach
- Athletic field on campus
- Community Diversity
- Sexual Violence and Abuse against women - prevention awareness

Saturday, April 16<sup>th</sup>, and Sunday, April 17<sup>th</sup>, ASG, Indigenous Liberal Studies Student Organization, in cooperation with the Continuing Education, Student Life, the President's office, Archery and the Performing Arts departments, sponsored a Red Shawl Solidarity Project. The Solidarity Shawls are created by Native women to show their solidarity and support for other Native women and children who have been victimized by sexual assault and/or domestic violence.

Indigenous Peoples' Day is a holiday celebrated in locations in the United States. ASG proposed, and it was approved by the college, that in October IAIA observe Indigenous Peoples Day in place of Columbus Day.

VIII. Barbara Davis Blum, Chair, Finance Committee, introduced three resolutions.

- JoAnn Balzer moved to accept resolution 2016-008 FY16 2<sup>nd</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. Bidtah Becker seconded the motion. There was no further discussion on the subject. Loren Kieve called for a vote: in favor – 11; opposed – 0; abstained – 0. The BOT passed the 2016-008 Gift Resolution.
- Sonya Kelliher-Combs moved to accept Resolution 2016-009 President's Travel Authorization Policy: 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. Barbara Ells seconded the motion. There was no further discussion on the subject, and Loren Kieve called for a vote: in favor – 11; opposed – 0; abstained – 0. The BOT passed the 2016-009 President's Travel Authorization Resolution.
- There are three significant changes to the grievance policy: First, both the faculty and staff grievance policies are the same. Second, there is an option to bring the grievance before a panel. Third, there is now a process to appeal a decision to the president. Bidtah Becker moved to accept resolution 2016-010 Revised Grievance Policy: 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. Barbara Ells seconded the motion. There was no further discussion, Loren Kieve called for a vote: in favor – 11; opposed – 0; abstained – 0. The BOT passed the 2016-010 Grievance Policy Resolution.

- IX. The BOT inquired about the student exchange program with Cuba. Dr. Martin sent a draft memorandum of understanding (MOU) to the **Escuela Nacional de Bellas Artes “San Alejandro”** fine arts university in Havana for a potential collaboration. IAIA will research and apply for grants to fund the exchange once a MOU is finalized.
- X. The Academic Affairs Committee discussed the new Indigenous/Community Based model for assessment and the enrollment goals for Plan 2020. Dr. Deborah Goodman highlighted the IAIA student participation in the 2016 American Indian Higher Education Consortium (AIHEC) Student Conference in Minneapolis, MN. Dr. Goodman also talked about the The 2016 AIHEC Student Congress “Leadership in Future Endeavors” (L.I.F.E.) conference that will take place May 24-26, IAIA campus.

Charlene Teters, Dean of Academics, informed the BOT that Linda Lomahaftewa, Assistant Professor, will retire at the end of the 2016-2017 academic year. Dana Chodzdo, Studio Arts Associate Professor, will retire at the end of this academic year. Performing Arts Department Chair, Daniel Banks, will not return to IAIA next semester as he is relocating out of state.

The 2016 Commencement Ceremony is scheduled for tomorrow, Saturday, May 14<sup>th</sup>. There are sixty-three students graduating; twenty-six with a Master of Fine Arts (MFA) in Creative Writing program.

The Student Recognition & Awards event was held on Thursday, May 5<sup>th</sup> in the Center for Life Long Education (CLE) Commons. College departments recognized and awarded students who provided outstanding work and community service during the 2015-2016 academic year.

Title IX: The Clery Act requires all higher education institutions to receive training on sexual assault, domestic violence and stalking. Starting Fall 2016 all new employees and incoming students will receive Title IX training during orientation. On Saturday, April 16<sup>th</sup>, the Indigenous Liberal Studies Students Organization sponsored a *Red Shawl Solidarity Project* conference, to bring awareness to violence against women.

Carmen Henan, Dean of Student Life Division, working with Larry Mirabal, CFO, and Dr. Martin, will research the option of adding an Art therapist to the IAIA community. Art therapy is a form of expressive therapy, in which individuals, facilitated by an art therapist, uses the creative process of making art to explore their feelings.

- ❖ The Student Success Center (SCC) Learning Lab continues its workshops and plans to add two more offerings related to procrastination and technology tools for different learning styles. The SCC offers Blue Corn Mornings during Midterms and Finals of each semester. The pilot project “Thunderbird Days” was developed by the Office of Admissions and the SSC will host a series of events this summer.

Ten students participated in the Strategies and Skills for College Success Course. The Spring curriculum focused on identifying student strengths and learning styles, and building on those strengths to develop skills to help them reach their academic goals.

The fifth annual Student Success Summit was held on February 25<sup>th</sup>, the title was “Student Leadership Summit”. The program’s theme was “Empowering Indigenous Leadership” and the keynote speaker was Winona LaDuke. After the keynote address, participants rotated among 4 different workshops:

- Promoting Healthy and Sustainable Native Communities, hosted by Charlene Carr
- Erasing Negative Representation, facilitated by Dean Teters
- Emerging Native Leaders, featuring Porter Swentzell, Joannie Romero, and Dr. Kristal Raymond.
- IAIA Student Leaders Panel Discussion, facilitated by MFA students and SSC tutor Jennifer Love

JoAnn Balzer moved to accept Resolution 2016-013 Plan 2020 Revised Enrollment Goals: Be it resolved, that the Board of Trustees of the Institute of American Indian and Alaska Native Culture and Arts Development adopts the revised Plan 2020 enrollment goals presented by the IAIA administration:

| 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> |

Dr. Deborah Goodman seconded the motion. There was no further discussion on the subject, and Loren Kieve called for a vote: in favor – 10; opposed – 0; abstained – 1. Bidtah Becker is agnostic. The Board of Trustees passed Resolution 2016-013 Plan 2020 Revised Enrollment Goals.

IAIA is currently offering seven classes in Performing Arts with approximately fifty students enrolled and fourteen students minoring in the program.

- XI. Brenda Kingery, Chair, Institutional Advancement Committee, introduced two resolutions:

JoAnn Balzer moved to accept resolution 2016-011 – Ottens Naming: Be it resolved, that the Board of Trustees of the Institute of American Indian and Alaska Native Culture and Arts Development approves the proposal to name the fitness program section of the

performing arts and fitness center as follows: John and Sophie Ottens Fitness Center. Princess Johnson seconded the motion. There was no further discussion on the subject. Brenda Kingery called for a vote: in favor – 11; opposed – 0; abstained – 0. The BOT passed the 2016-011 Ottens Naming Resolution.

Barbara Ells moved to accept resolution 2016-012 – Naming Policy Addendum Resolution: Be it resolved, that the Board of Trustees of the Institute of American Indian and Alaska Native Culture and Arts Development approves the Addendum to the Policy for Naming an IAIA property, Space, Collection, Program or Endowment. Bidtah Becker seconded the motion. There was no further discussion on the subject. Brenda Kingery called for a vote: in favor – 11; opposed – 0; abstained – 0. The BOT passed the 2016-011 Naming Policy Addendum Resolution.

Alex Shapiro, Director of Institutional Advancement, introduced some ideas to build and strengthen Tribal relations. Mr. Shapiro suggested a pilot project with the Navajo students and the Alaska Native students, the two largest groups with student representation at IAIA. The students would call Tribal leaders requesting support. Another suggestion was to have the students call alumni asking for their support. Mr. Shapiro requested assistance from Bidtah Becker, Navajo Nation and Sonya Kelliher-Combs, Alaska Native, to develop the strategy and a script for students to use when placing the request for support phone calls. Several Tribes support their students by providing scholarships. The trustees recommended honoring those Tribes at the student scholarship awards night. Another recommendation was to start a scholarship in the name of a retired or retiring professor and then send letters requesting support in their name.

Karl Duncan, Alumni President, informed the BOT that the Alumni Council is focusing on volunteering for the 2016 Indian Market. In addition, the Alumni are exploring establishing an Alumni Scholarship.

- 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 3:54 p.m. (MDT).
- XIV. Loren Kieve adjourned the meeting at 3:54 p.m. (MDT).

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

**RESOLUTION # 2016-013**

**August 19, 2016**

**Whereas**, the Institute of American Indian Arts anticipates our Federal Appropriation in FY17 to be level funding, the same as the current year, \$9,619,000; and

**Whereas**, the Institute of American Indian Arts anticipates other revenues, such as tuition and fees, room and board, auxiliary revenue and fundraising, of \$3,323,803; and

**Whereas**, the Institute of American Indian Arts anticipates operational expenditures, debt service, and contingency reserve addition to be \$12,942,803; and

**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 balanced FY 2017 Operating Budget in the amount of \$12,942,803 in total revenue and expenditures.

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

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

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

Attachments:              Yes \_\_\_\_\_                      No \_\_\_\_\_ X \_\_\_\_\_

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

**RESOLUTION # 2016-014**

**DATE**

**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 April 1, 2016 through June 30, 2016, which are listed below:

3rd Quarter (April 1 – June 30, 2016)

|                     |            |   |
|---------------------|------------|---|
| Gifts of \$ 582,577 | \$ 22,351  | Scholarships & Endowments;  |
|                     | \$ 6,060   | General Donations & Gifts In Kind;                                    |
|                     | \$ 554,167 | 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 June 30, 2016**

| FISCAL YEAR 2016  |          | IAIA              |                  |                  | 3rd Qtr           |  |
|---|----------|-------------------|------------------|------------------|-------------------|--|
| IAIA FUND   | Fund #   | Apr-16            | May-16           | Jun-16           | Total             |  |
| IAIA Board of Trustees Endwd Schlrsip                       | 1388     | \$ -              | \$ -             | \$ 657           | \$ 657            |  |
| Gretchen & Nelson Grice Endowed Scholarship                 | 1389     | -                 | -                | 10,000           | 10,000            |  |
| Permanent Endowment   | 1390     | -                 | -                | 1,024            | 1,024             |  |
| Emergency Student Fund                                      | 3002     | 2,575             | -                | 350              | 2,925             |  |
| MFA Scholarship Fund  | 3155     | -                 | -                | 3,500            | 3,500             |  |
| General Scholarships  | 3101     | -                 | -                | 1,745            | 1,745             |  |
| NM State Comm. Of N.M.of W. in the Arts Scholarship         | 3163     | -                 | -                | 2,500            | 2,500             |  |
| <b>TOTAL SCHOLARSHIPS/AWARDS</b>                            |          | <b>\$ 2,575</b>   | <b>\$ -</b>      | <b>\$ 19,775</b> | <b>\$ 22,351</b>  |  |
| Museum Membership   | 5004     | -                 | -                | 6,060            | 6,060             |  |
| <b>TOTAL - UNRESTRICTED</b>                                 |          | <b>\$ -</b>       | <b>\$ -</b>      | <b>\$ 6,060</b>  | <b>\$ 6,060</b>   |  |
| USDA Tribal Colleges Endowment Program                      | 4013     | \$ 18,513         | \$ -             | \$ 360           | \$ 18,873         |  |
| Center for Arts & Cultural Studies-Restricted               | 4100     | -                 | -                | 331              | 331               |  |
| AICF Lannan Internship Program                              | 4100/05  | -                 | 10,000           | -                | 10,000            |  |
| Performing Arts Department - Trust                          | 4100/179 | -                 | -                | 3,000            | 3,000             |  |
| Full Dome Development Interactive Training                  | 4152     | -                 | 27,764           | 14,269           | 42,033            |  |
| AIHEC BIE College Bound Initiative                          | 4153     | -                 | -                | 12,000           | 12,000            |  |
| Museum Restricted   | 4200     | -                 | -                | 69               | 69                |  |
| Museum Exhibitions  | 4200/153 | -                 | -                | 500              | 500               |  |
| USDOE Title III - MFA Curriculum & Academic Support         | 4430/02  | 3,500             | -                | -                | 3,500             |  |
| USDOE Title III - Institutional Advancement Alumni          | 4430/03  | 5,528             | 2,764            | -                | 8,293             |  |
| USDOE Title III - IAIA Outreach Program                     | 4430/04  | 4,310             | 2,155            | -                | 6,464             |  |
| USDOE Title III - Academics Visiting Faculty Program        | 4430/05  | 4,182             | 2,091            | -                | 6,273             |  |
| USDOE Title III - Technology For Student Success            | 4430/06  | 4,422             | 2,211            | -                | 6,633             |  |
| USDOE Title III - Enviromental Health & Safety              | 4430/07  | -                 | 33               | -                | 33                |  |
| USDOE Title III - Counseling Program                        | 4430/08  | 400               | 400              | -                | 800               |  |
| NMHED - Academic Building Roof                              | 4539     | 6,431             | -                | -                | 6,431             |  |
| NMAID - Fitness & Wellness Center IGA#609-15-1163           | 4540     | 254,324           | -                | -                | 254,324           |  |
| NMAID - Multipurpose Fitness & Performing Arts #609-14-1321 | 4543     | 124,924           | -                | -                | 124,924           |  |
| NMCF- Endowment for CLE                                     | 4828/02  | -                 | -                | 13,742           | 13,742            |  |
| College & Career Readiness Program                          | 4840     | -                 | -                | 2,364            | 2,364             |  |
| USDA - Student Research Experience & Visiting               | 4922     | 3,037             | -                | -                | 3,037             |  |
| USDA Edctonl Wrkshps & Summer Youth Camps Yr1               | 4924/02  | 8,102             | -                | -                | 8,102             |  |
| USDA - IAIA Seed Library Yr 1                               | 4925     | 6,862             | -                | -                | 6,862             |  |
| USDA - Student AG. Research                                 | 4926     | 5,679             | -                | -                | 5,679             |  |
| Celebrating 50 Years Capital Campaign                       | 6152     | -                 | -                | 5,200            | 5,200             |  |
| Multi-Purpose Building Capital Campaign - Trust             | 6171     | -                 | -                | 4,700            | 4,700             |  |
| <b>TOTAL - RESTRICTED</b>                                   |          | <b>\$ 450,214</b> | <b>\$ 47,418</b> | <b>\$ 56,535</b> | <b>\$ 554,167</b> |  |
| <b>GRAND TOTAL</b>  |          | <b>\$ 452,789</b> | <b>\$ 47,418</b> | <b>\$ 82,370</b> | <b>\$ 582,577</b> |  |