



Institute of American Indian Arts
Fall 2016 Board of Trustees Meeting
Thursday, November 10, 2016 9:00 AM (MST)
LKN Welcome Center Boardroom



Institute of American Indian Arts
Fall 2016 Board of Trustees Meeting
Thursday, November 10, 2016 9:00 AM (MST)
LKN Welcome Center Boardroom

- I. Wednesday, November 9, 2016
 - A. 2:00 pm - 6:00 pm IAIA Open House
 - B. 3:30 pm Performing Arts and Fitness Center Ground Breaking
 - C. 6:00 pm Dinner at the President's Residence
- II. Thursday, November 10, 2016 - 9:00 am - 3:15 pm
FALL 2016 BOARD OF TRUSTEES COMMITTEE MEETINGS
 - A. Finance Committee - Barbara Davis Blum, Chair
9:00 am - 10:30 am
 - 1. Presentation: - Joni Pierce
IAIA's Investment Profile
 - a. American Has Decided
 - b. Asset Allocation
 - c. IAIA Consol Q3
 - 2. Report
 - 3. Work Plan
 - 4. Budget to Actual
as of August 2016
 - 5. Resolutions
 - a. 2016-017 FY16 4th Quarter Gift Acceptance Resolution
 - b. 2017-001 Tuition and Fees Resolution
 - 6. Human Resources Update
 - 7. Facilities Update
 - 8. Museum Shop Update
 - B. Board of Trustee Training
10:30 am - 11:30 am
 - 1. Financials – Part 3
 - C. Institutional Advancement Committee - Brenda Kingery, Chair
11:30 am - 12:30 pm
 - 1. Institutional Advancement Report
 - 2. Advancement Work Plan

3. Performing Arts & Fitness Center Campaign
4. Scholarship Dinner & Auction
5. Alumni Relations and Alumni Council
6. IAIA Foundation Update
7. Endowment Project

D. LUNCH - with Faculty Council - 12:30 pm - 1:20 pm

E. Academic Affairs Committee - Dr. Deborah Goodman, Chair

1:30 pm - 2:30 pm

1. Presentation:

Assessment of Student Learning Outcomes

2. Academic Division Report - Dean Teters

a. Academic Work Plan

3. Enrollment Management Report - Nena Martinez Anaya

a. Enrollment Work Plan

4. Student Life Division Report - Dean Henan

a. Student Life Work Plan

5. Student Challenges

F. Museum Committee - Sonya Kelliher-Combs, Interim Chair

2:30 pm - 3:15 pm

1. Museum Report

2. Museum Work Plan

3. Museum Update

G. BOT DINNER - 5:30 pm - 8:30 pm

The Shed - 113 1/2 East Palace

III. Friday, November 11, 2016 - 9:00 am - 11:00 am

FALL 2016 BOARD OF TRUSTEES GENERAL SESSION MEETING

A. 8:45 am Veterans Day Flag Dedication

B. Call to order

C. Invocation

D. Determination of a Quorum

E. Approve Board of Trustees Meeting Minutes

1. Summer 2016 Board of Trustees General Session

2. 2016 Board of Trustees Retreat

3. Board of Trustees Teleconference - September 26, 2016

F. President's Office

1. President's Report

2. Institutional Research Report - Dr. Bill Sayre

a. Institutional Research Work Plan

3. Sponsored Programs Report - Laurie Logan Brayshaw

- a. Sponsored Programs Work Plan
- 4. Marketing and Communications Report - Eric Davis
 - a. Marketing Work Plan
- 5. Land Grant Programs Report - Charlene Carr
 - a. Land Grant Work Plan
- G. Associated Student Government (ASG) Report - Chad BrownEagle
- H. Finance Committee - Barbara Blum, Chair
 - 1. 2016-017 Gift Acceptance Resolution
 - 2. 2017-001 Tuition and Fees Resolution
- I. Institutional Advancement Committee - Brenda Kingery, Chair
- J. Academic Affairs Committee - Dr. Deborah Goodman, Chair
- K. Museum Committee - Sonya Kelliher-Combs, Interim Chair
- L. New Board Business
 - 1. Governance Institute for Student Success – Tribal Colleges and Universities (GiSS-TCU)
Board Self-Assessment
- M. Executive Session
 - 1. President's Evaluation
- N. Adjourn

Global Investment Strategy

Global Macro Strategy Report: Special Election Report

November 9, 2016

Paul Christopher, CFA
Head Global Market Strategist

Craig Holke
Global Research Analyst

Analysis and outlook for the global economy

- » *Donald Trump's surprising presidential election win triggered selling in most global equity, currency, and commodity markets, but emerging economies seem most vulnerable.*
- » *The Republicans maintained control of both the House and Senate, but we do not believe that a Republican-run Congress necessarily helps President-elect Trump to implement all of his campaign promises.*

What it may mean for investors

- » *We expect the new administration to push for lower taxes and higher spending, especially on infrastructure investment and defense. However, achieving many of the new administration's priorities could be politically difficult.*
- » *We advise investors to use this report to prepare for potential opportunities but to await legislative compromises before actually adjusting portfolio positions. We encourage investors to stay the course, continue their strategic investment plans and wait to see how policy evolves.*

America Has Decided

The U.S. dollar and major U.S. stock index futures sold off sharply with global markets in response to Donald Trump's November 8 election victory. The immediate winners included those markets that historically outperform in times of sudden risk aversion, including gold, global bonds and low-yielding currencies (the Swiss franc, Japanese yen and the euro).¹

The sharp selling occurred as traders reversed their bets on a Clinton victory and repositioned for President-elect Trump's campaign promises. His thinly described foreign-policy ideas and threats of new U.S. trade protectionism create geopolitical uncertainty and threaten to undercut global trade. Emerging markets and Japan depend heavily on trade and were among the worst performers on election night. In particular, the Mexican peso (a proxy for emerging markets) lost 10 percent against the U.S. dollar in just three hours, on its way to a record low.

The selling may increase further as some investors—notably the undiversified—are forced to sell into falling markets. Risk aversion and lower values in equity, commodity, and most currency markets are likely to be the focus in the days and weeks immediately following the election. Fixed income, gold and low-yielding currencies may benefit. If President-elect Trump aggravates global concerns about his policies, the selling could persist.

However, we believe that these market patterns will be short-lived for two reasons. The positive economic fundamentals are unlikely to change in the coming two or three quarters. And, in a healthy

¹ Low-yielding currencies tend to benefit during risk aversion as portfolio managers in those currencies bring assets home when they sense global risk. In repurchasing their local-currency assets, they boost demand for those currencies.

economy, sharp and sentiment-driven sell-offs historically are temporary and should present opportunities to buy value in beaten-down markets. We believe that the U.S. economy is still the healthiest and that the most vulnerable economies will remain those that depend the most on global trade, notably Japan and emerging economies.

Potential Policies and Investment Implications

Markets may reflect nervousness with one party leading from the White House and Capitol Hill, but stark philosophical disagreements between these new leaders should block or delay some key administration goals, as we describe next and summarize in Table 1. In the more controversial policy areas, it is worth remembering that presidents since George H.W. Bush have been unable to enact most of their campaign promises.²

Tax Reform and Budget Policy: Corporate tax reform probably will be the top Republican priority. We expect lower tax rates and the end of double taxation on overseas earnings. To preserve revenue, Congress may target eliminating corporate deductions, which is politically divisive. Also, Congress will be pressed to include small-business tax breaks, which likely means dealing with the politically complex individual tax rules.

In addition, disputes over federal spending and the deficit also seem inevitable. President-elect Trump has proposed at least \$500 billion in infrastructure spending over five years and to increase the defense budget by 15 percent. Yet, congressional leaders have been battling for years to restrain deficits.

Trade: We believe that the White House will seek to tax imports and to renegotiate proposed and existing trade deals. The administration has a variety of executive powers to impose tariffs on other countries' goods, but extensive tariffs could quickly generate opposition from the many U.S. firms whose supply chains stretch overseas. Moreover, renegotiating trade deals may require collaboration from Congress, whose leaders have opposed trade restrictions.

Immigration: Some consensus exists for reforming and better enforcing immigration law, but the president-elect's promised wall along the Mexican border and threat to deport many immigrants remain controversial. Republicans in Congress likely will support improved border security and law enforcement but reject the more contentious issues of a wall and large-scale deportation.

Economic Policy: The administration and the Congress may reach consensus to support fossil fuels and approve the energy pipeline projects that have stalled on environmental concerns. With regard to regulations, candidate Trump proposed a temporary moratorium on new financial and environmental regulations.

Health Care: Republicans in Congress and President-elect Trump both agree with repealing and replacing the Affordable Care Act. A replacement could feature market-oriented solutions, such as health savings accounts and increased interstate coverage. The use of block grants to states for Medicaid spending could grant states flexibility (but may not cover all constituents).

The Overall Economic Impact: Policy changes are not likely to reach the economy for several quarters or longer. More aggressive fiscal policy and trade restrictions have the greatest negative potential to raise borrowing costs, inflation, and undercut the dollar's value, but delay and dilution from Congress should help to mitigate these effects. The policies above that have the greatest positive economic potential are tax reform and deregulation.

² Wells Fargo Investment Institute, *Guide to the Elections*, September 2016, page 2.

Table 1: Key Policy Areas and Their Possible Equity-Sector Implications

Policy Area	Likely Market Implications
Government Spending and Taxes	<ul style="list-style-type: none"> • Tax cuts and additional spending should stimulate the economy in the coming year or two, but new debt is a long-term weight on the economy • Infrastructure spending should support the Industrials and Materials sectors • Repatriation of overseas corporate profits should benefit Information Technology, Financials, and multinational Consumer Staples and Pharmaceutical companies
Trade	<ul style="list-style-type: none"> • Trade tariffs are likely to trigger retaliation and may reduce global trade and weaken the U.S. dollar • Multinational corporations in the Industrials, Agriculture, Financials and Consumer Staples areas could be harmed the most
Economic Policy and Regulation	<ul style="list-style-type: none"> • Approval of stalled pipeline and drilling projects would benefit the Energy sector • A Republican victory should derail the threat of an increased federal minimum wage, affecting the Retail and Restaurant industries • Decreased regulation should be positive for economic growth, especially for Financials and Energy
Immigration	<ul style="list-style-type: none"> • Immigration restrictions should negatively impact the Hospitality and Leisure industries • Information Technology may underperform, if reforms limit visas for immigrant engineers
Healthcare	<ul style="list-style-type: none"> • Republicans can more easily repeal the Affordable Care Act's subsidies and tax credits—negative for Hospitals and Insurance Companies • The pressure to control prices should be reduced, benefitting Pharmaceuticals and Biotech

Source: Wells Fargo Investment Institute, 11/9/16.

Market Implications: Three Key Takeaways

- We strongly recommend keeping perspective on campaign promises and being patient when considering portfolio changes. Many factors may yet determine future policies.
- Financial markets may see increased volatility as investors digest the election results in the coming weeks, but we do not foresee any immediate or direct impact on the U.S. economy's growth path.
- The coming weeks may offer opportunities to take exposures in markets that show value but have sold off on sentiment.
- Until policy and priorities evolve further, we believe that investors should follow their long-term investment plans and our outlook for a steady economy.

Risk Factors

All investing involves risks including the possible loss of principal. Equity securities are subject to market risk which means their value may fluctuate in response to general economic and market conditions and the perception of individual issuers. Investments in equity securities are generally more volatile than other types of securities.

Technology and internet-related stocks, especially of smaller, less-seasoned companies, tend to be more volatile than the overall market.

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Asset Allocation Strategy

October 17, 2016



Darrell Cronk, CFA
*President, Wells Fargo Investment
Institute & CIO, Wealth and Investment
Management*

Global Asset Allocation Team

Tracie McMillion, CFA
Head of Global Asset Allocation
Chris Haverland, CFA
Global Asset Allocation Strategist
Luis Alvarado
Global Research Analyst
Ken Johnson, CFA
Global Research Analyst
Michael Taylor, CFA
Global Research Analyst
Veronica Willis
Global Research Analyst
Bobby Zheng
Global Research Analyst

Asset Class Strategists

Paul Christopher, CFA
Head Global Market Strategist
Brian Rehling, CFA
Co-Head of Global Fixed Income Strategy
George Rusnak, CFA
Co-Head of Global Fixed Income Strategy
Peter Wilson
Global Fixed Income Strategist
Stuart Freeman, CFA
Co-Head of Global Equity Strategy
Sean Lynch, CFA
Co-Head of Global Equity Strategy
Scott Wren
Senior Global Equity Strategist
Sameer Samana, CFA
Global Quantitative Strategist
Peter Donisanu
Global Research Analyst
Craig Holke
Global Research Analyst
John LaForge
Head of Real Asset Strategy
Adam Taback
Head of Global Alternative Investments
Jim Sweetman
Global Alternative Investments Strategist
Justin Lenarcic
Global Alternative Investments Strategist

The Global Economic Outlook Appears to Be Stabilizing

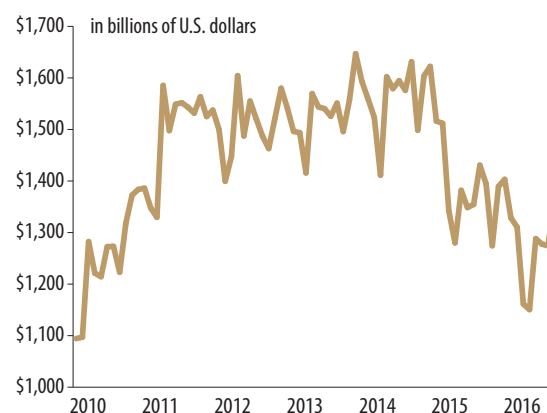
While the early months of 2016 featured commodity- and financial-market price swings, these first-quarter developments seem like a distant memory as we enter the fourth quarter. We find it interesting that the improvement in economic data since January has been modest at best, yet it has occurred steadily enough that sentiment now seems more solid.

We continue to see the U.S. economy setting the pace for the rest of the world. Strength in consumer spending, housing, and job growth have fueled domestic economic expansion year to date, while recent improvements in inventories and business investment spending are new positives. At the same time, rising U.S. wage and housing price growth, against low productivity gains, are helping consumer-price inflation to recover gradually toward more normal levels—following the dangerously low inflation rates of the past several years.

One important upshot of the improvement is that job gains have been broad enough across sectors to increase the rate at which people are forming households, typically an important component of sustainable economic growth. As job security, wages, and hours worked begin to rise, people start to feel that their incomes are reliable enough to support a household. New households, in turn, tend to purchase homes and furnishings.

Outside the U.S., although economic growth has stabilized, it remains fragile. Fortunately, global trade has rebounded from sharp losses in the past 12 months, when worries about a global slowdown prompted households and firms to cancel orders for goods manufactured overseas (Chart 1). However, global trade is not yet robust, despite the rebound. Likewise, steady commodity prices have added some stability in Brazil and Russia, two economies hit the hardest by last year's slowdown. Nevertheless, uncertainties remain in other

Chart 1. Global Exports Rebounding Yet Short of Recovery Highs



Latest point plotted is for 6/30/16, the latest data available.
Sources: Bloomberg and Wells Fargo Investment Institute, 9/30/16.

countries and regions. Notably, questions about the UK's "Brexit" negotiations to exit the European Union could inhibit long-term expenditure planning in Europe. In addition, we believe that China will choose to continue with reforms and a stable-but-slower economic growth pace.

In the current environment, we expect the U.S. to offer the most attractive investment opportunities, but growing stability overseas seems likely to spark international opportunities over the coming year or two. We therefore continue to recommend a broadly-diversified portfolio for long-term investors, to take advantage of potential opportunities as the global recovery continues and eventually broadens.

Investment and Insurance Products: • NOT FDIC Insured • NO Bank Guarantee • MAY Lose Value

Global
Economic
Summary

Market
Summaries

Investment
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Forecasts

Capital
Market
Assumptions

Strategic and
Tactical Asset
Allocation

International
Equity Market
Strategy

Alternative
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Strategies
Outlook

Global Economic Summary

United States

The third and final look at U.S. gross domestic product (GDP) for the second quarter showed that economic growth improved from the previous estimate, to 1.4 percent. Personal consumption declined to a 4.3 percent annualized rate.

September's U.S. employment came in below consensus, with 156,000 net jobs added. The unemployment rate increased to 5.0 percent, and the labor force participation rate improved from 62.8 to 62.9 percent. Wages increased 0.2 percent for the month and are up 2.6 percent year-over-year.

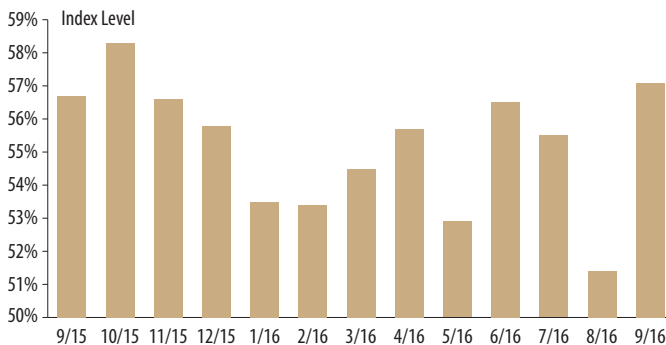
The Consumer Price Index (CPI) rose by 0.2 percent in August and 1.1 percent from a year ago. Excluding the more volatile food and energy components, CPI rose by 0.3 percent and 2.3 percent, respectively.

September's Institute for Supply Management (ISM) manufacturing survey improved from 49.4 to 51.5 percent; the ISM services survey increased to 57.1 percent (a reading above 50 indicates expansion). Within both sectors, new orders posted strong rebounds.

Consumer confidence for September beat expectations and improved from 101.8 to 104.1. The assessment of present conditions rose to its highest level during the recovery.

The housing market posted weaker results in August, with housing starts declining -5.8 percent and building permits falling by -0.4 percent. Existing home sales decreased -0.9 percent to a seasonally-adjusted 5.33 million-unit pace. New home sales fell by -7.6 percent to a seasonally-adjusted annual rate of 609,000 units.

ISM Services Index Jumps in September



Source: Bloomberg, 9/30/16

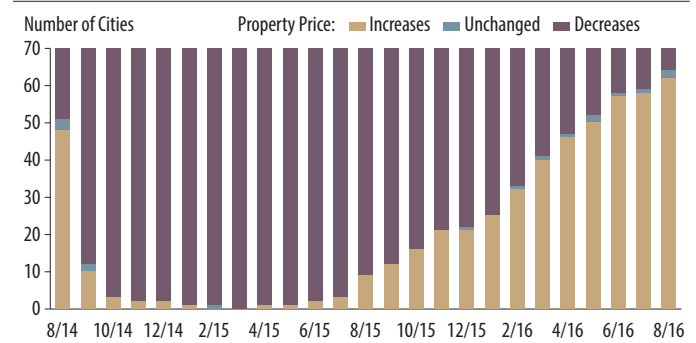
Europe

The UK Office for National Statistics published its final reading on second-quarter economic growth. Economic activity in the UK improved during the second quarter, rising 0.7 percent quarter-over-quarter vs. a 0.4 percent rise in the first quarter.

Business sentiment across the Eurozone recently has wavered, particularly in measures of purchasing managers' indices (PMI). Manufacturing PMIs for the Eurozone rebounded in September; however, this gain was offset by continued services-PMI declines.

Consumer confidence in the Eurozone continues to soften after hitting an eight-year high in early 2015. Eurozone consumers, nevertheless, reported feeling more confident in their capacity to save and their current financial situation.

China: Property Price Increases in New Residential Homes Rose to a Two-Year High



Source: Bloomberg, 9/30/16

Asia

Japan's economy grew 0.7 percent in the second quarter (over the first quarter, at a seasonally-adjusted annual rate). While slower than the first-quarter's growth rate of 2.1 percent, this marked the first two consecutive quarters of positive economic growth for Japan since 2013.

The Bank of Japan (BoJ) modified its quantitative and qualitative easing (QQE) framework at its September monetary-policy meeting. The BoJ plans to overshoot its inflation target in an attempt to boost long-term inflation expectations.

The number of Chinese cities reporting price increases in new residential homes rose to a two-year high in August. Concerns about an overheating property market in China have resurfaced, prompting policymakers to work to curb this trend.

Key Economic Statistics

Global Growth Rates		3Q16	2Q16	1Q16
U.S. Real Economic Growth (GDP) ¹		2.9% ^a	1.4%	0.8%
Eurozone Real Economic Growth ¹		N/A	1.2%	2.1%
Japanese Real Economic Growth ¹		0.9% ^a	0.7%	2.1%
Chinese Real Economic Growth ²		6.6% ^a	6.7%	6.7%
Key U.S. Economic Data		9/16	8/16	9/15
Unemployment Rate		5.0%	4.9%	5.1%
Leading Economic Index (LEI)		0.2% ^a	-0.2%	-0.2%
Durable Goods Orders		0.2%	0.1%	-2.7%
ISM Manufacturing		51.5	49.4	50
ISM Service		57.1	51.4	56.7
Retail Sales		0.6% ^a	-0.3%	-0.1%
Consumer Confidence		104.1	101.8	102.6
New Home Sales (millions)		0.590 ^a	0.609	0.457
Existing Home Sales (millions)		5.37 ^a	5.33	5.44
U.S. Dollar Index		95.46	96.02	96.35
U.S. Inflation		9/16	8/16	YoY
Consumer Price Index (CPI)		0.3% ^a	0.2%	1.5% ^{a,2}
(Core)		0.2% ^a	0.3%	2.3% ^{a,2}
Producer Price Index (PPI)		0.2% ^a	0.0%	0.6% ^{a,2}
(Core)		0.1% ^a	0.1%	1.2% ^{a,2}

¹ Annualized Q/Q % change; ² Year-over-year % change

^a Bloomberg survey estimate

Data source: Bloomberg, FactSet; 9/30/16

See end of report for important definitions and disclosures.

Market Summary

Fixed Income

September was an active month for monetary policy as four major developed-market (DM) central banks held meetings. These meetings fueled volatility in U.S. and overseas bond markets—with yields first rising, and then declining to levels close to where they began the month. Accordingly, monthly returns for many fixed-income classes were flat. Yet, they all have gained year to date (YTD)—led by international, high-yield, and longer-maturity bonds.

Market Observations

September was a choppy month for domestic sectors, especially for those most sensitive to interest-rate risk. Investors were concerned about a more divisive tone among Federal Open Market Committee (FOMC) members prior to the September meeting. While the FOMC opted to hold rates steady, three members dissented. We believe that the FOMC is preparing for a rate hike that could come as early as December. We also anticipate that the path of rate hikes will be slow—we expect only two rate hikes between now and year-end 2017.

Domestic fixed-income investors struggled to earn meaningful returns last month. U.S. long-term taxable bonds were hardest hit—declining by 1.3 percent. High-yield (HY) bonds and Treasury Inflation-Protected Securities (TIPS) performed best, rising by 0.7 and 0.5 percent, respectively. Both have outperformed YTD. We continue to recommend TIPS and believe that future inflation risks are underappreciated; a slight rise in inflation could lead to potential gains.

Municipal bonds' -0.5 percent return brought their YTD gain to 4.0 percent. We expect strength in this sector to continue through year-end, fueled by positive flows and attractive ratios to taxable counterparts.

September saw significant policy events from international central banks, but currencies reacted little. Modest currency strength, mainly in the yen, meant that unhedged DM bonds (+1.0 percent) outperformed hedged (-0.1 percent). Japanese government bonds returned 2.2 percent in dollar terms on yen strength and the BoJ decision to control 10-year yields around zero percent. Australia gained 1.4 percent as its currency appreciated. Spain (+1.7 percent) benefited from an improving political situation that could end its electoral impasse. Other peripherals such as Italy and Portugal were weak performers (both face fourth-quarter risk events). UK gilts fell 3.3 percent in dollar terms on bond-yield increases as improving post-Brexit data gave no cause for immediate rate cuts.

Local-currency-denominated emerging-market (EM) bonds gained 1.7 percent in dollar terms. Currency strength stemmed from a more benign Federal Reserve (Fed) rate outlook, which helped currencies in EM markets with higher yields, and a tentative Organization of Petroleum Exporting Countries (OPEC) deal which supported commodity-producer currencies. Outperformers included Russia (+4.8 percent) and Colombia (+5.6 percent on hopes for a peace deal); South Africa led (+10.6 percent). Mexico (-3.2 percent) and the Philippines (-5.2 percent) detracted from performance—the former on U.S. presidential-election risks, the latter on political concerns. Winners and losers were similar in the U.S.-dollar-denominated

Fixed Income Index Total Returns—As of 9/30/16

	MTD	QTD	YTD	1 Year	3 Year	5 Year
U.S. Taxable Inv Grade Fixed Income	-0.1%	0.5%	5.8%	5.2%	4.0%	3.1%
U.S. Short Term Taxable	0.1%	0.0%	1.7%	1.3%	1.1%	1.1%
U.S. Intermediate Term Taxable	0.3%	0.4%	4.7%	4.1%	3.6%	3.0%
U.S. Long Term Taxable	-1.3%	1.2%	15.7%	14.7%	9.4%	6.1%
U.S. Treasury Bills	0.0%	0.1%	0.2%	0.2%	0.1%	0.1%
High Yield Taxable Fixed Income	0.7%	5.6%	15.1%	12.7%	5.3%	8.3%
DM Ex.-U.S. Fixed Income (Unhedged)	1.0%	0.5%	14.5%	13.0%	1.5%	0.3%
DM Ex.-U.S. Fixed Income (Hedged)	-0.1%	0.1%	7.8%	8.4%	6.6%	5.3%
EM Fixed Income (U.S. Dollar)	0.3%	3.7%	15.0%	16.8%	7.4%	7.4%
EM Fixed Income (Local Currency)¹	1.7%	2.3%	17.6%	17.5%	-2.9%	-0.3%

Inv Grade indicates Investment Grade; DM indicates Developed Market; EM indicates Emerging Market.

Past performance is no guarantee of future results.

Returns over one year are annualized.

¹ Returns are converted to dollars for U.S. investors.

Sources: Bloomberg Barclays, J.P. Morgan

See end of report for important definitions and disclosures.

market, but this market underperformed (+0.3 percent, but still gaining 15 percent YTD). Venezuela contributed most to gains, fueled more by technical factors than the oil-price impact. Mexico drove losses, but Turkey also underperformed, after a downgrade to junk status from Moody's.

Wells Fargo Investment Institute Perspective

We view the yield curve as attractive through the intermediate-maturity area. We have a bias toward investment-grade issues and credit in today's environment.

We remain evenweight on HY. We favor raising HY credit quality (and avoiding energy and commodity issuers).

For municipals, we favor essential-service revenue issues, with higher credit quality in the intermediate part of the yield curve.

We remain underweight DM debt as many DM yields remain below Treasury yields despite often-weaker fundamentals. Many major DM bond yields remain negative. Although longer-term fundamentals still favor the dollar, our tactical outlook is neutral, reflecting the fact that dollar strength against the euro and pound may be offset by weakness vs. the yen. In line with this neutral currency view, we do not recommend hedging any portion of DM bond holdings.

We are evenweight on EM debt denominated in dollars. We are skeptical of the EM-currency rebound, given weak fundamentals and our expectation that oil will not strengthen much through year-end. Our strategic benchmark is dollar-denominated, so we would require a higher degree of conviction to add local-currency risk at this stage. We, therefore, maintain a 100 percent dollar-denominated EM strategy.

For more information, please request our *Global Fixed Income Strategy* report.

Market Summary

Equities

The six weeks between the beginning of September and mid-October often have been a seasonal period of equity-market volatility. September followed this pattern, as the S&P 500 Index approached record highs early in the month—then saw a three-percent sell-off as uncertainty about Fed policy and the European banking system triggered investor concern. The index ended the month unchanged, but returned 7.8 percent YTD. Small- and mid-cap equities outperformed the S&P 500 Index. In our opinion, domestic economic news continues to support U.S. stock prices.

EM and DM equities also returned more than the S&P 500 Index in September. EM economies are attempting to adjust to slower global growth rates and lackluster DM demand. Developed international economies, such as Japan and the Eurozone, are seeing their central banks attempt to use monetary policy to stimulate growth and boost inflation—with only limited success so far.

Market Observations

With school back in session and the U.S. election season full steam ahead, investors became more active in the markets. We believe that investors have been looking to the second half of this year and into 2017 for some time and expecting improvement in economic and earnings growth. We concur.

Overall, the more cyclical sectors of the U.S. equity market outperformed, with Energy (+3.1 percent), Information Technology (+2.4 percent), and Utilities (+0.4 percent) all returning more than the S&P 500 Index. The largest monthly detractors were Financials (-2.7 percent), Consumer Staples (-1.5 percent), Real Estate and Materials (each, -1.3 percent).

Mid caps eked out a small monthly gain. The largest contributors were Energy (+ 4.0 percent), followed by Technology and Health Care. The Consumer Staples and Consumer Discretionary sectors lost 2.7 percent and 1.7 percent, respectively. Small-cap equities fared better than both large and mid caps last month. Health Care led with a 5.8 percent increase, followed by Energy and Technology. Consumer Staples, Financial Services, and Consumer Discretionary were the three small-cap detractors.

Japan's announcement of the new monetary-easing framework helped to fuel DM equity returns last month—as the MSCI EAFE Index rose by 1.3 percent in U.S. dollar (USD) terms. Australia led with a 2.5 percent increase in USDs, followed by Sweden and Japan with a 2.0 percent and 1.7 percent gain, respectively. Italy was the only market with a loss (-2.6 percent).

The MSCI Emerging Markets Index also moved higher in both dollar (+1.3 percent) and local-currency (+0.5 percent) terms. South Africa led for the month (+ 5.9 percent), followed by Russia (+ 3.9 percent), and Taiwan (+ 3.0 percent). Israel, Mexico, and India were monthly-performance detractors.

Frontier markets rebounded from last month's loss in both U.S. dollar and local-currency terms. Croatia outperformed, returning 10.7 percent in U.S.-dollar terms. Kenya was the largest detractor (-2.5 percent).

Equity Index Total Returns—As of 9/30/16

	MTD	QTD	YTD	1 Year	3 Year	5 Year
U.S. Large Cap Equities	0.0%	3.9%	7.8%	15.4%	11.2%	16.4%
U.S. Large Cap (Growth)	0.4%	4.6%	6.0%	13.8%	11.8%	16.6%
U.S. Large Cap (Value)	-0.2%	3.5%	10.0%	16.2%	9.7%	16.2%
U.S. Mid Cap Equities	0.2%	4.5%	10.3%	14.2%	9.7%	16.7%
U.S. Mid Cap (Growth)	-0.1%	4.6%	6.8%	11.2%	8.9%	15.8%
U.S. Mid Cap (Value)	0.4%	4.4%	13.7%	17.3%	10.5%	17.4%
U.S. Small Cap Equities	1.1%	9.0%	11.5%	15.5%	6.7%	15.8%
U.S. Small Cap (Growth)	1.4%	9.2%	7.5%	12.1%	6.6%	16.1%
U.S. Small Cap (Value)	0.8%	8.9%	15.5%	18.8%	6.8%	15.4%
DM Equities Ex-U.S. (USD)	1.3%	6.5%	2.2%	7.1%	0.9%	7.9%
DM Equities Ex-U.S. (Local)¹	0.3%	6.1%	-1.1%	5.2%	5.8%	11.7%
EM Equities (USD)	1.3%	9.2%	16.4%	17.2%	-0.2%	3.4%
EM Equities (Local)¹	0.5%	7.7%	11.6%	13.4%	4.7%	7.3%
FM Equities (USD)	2.6%	2.7%	2.6%	1.4%	0.2%	5.1%
FM Equities (Local)¹	2.3%	3.4%	6.7%	6.0%	5.1%	8.5%

DM indicates Developed Market; EM indicates Emerging Market; FM indicates Frontier Market; USD indicates U.S. Dollar.

Past performance is no guarantee of future results.

Returns over one year are annualized.

¹ Returns are in local currencies as experienced by local investors. U.S. investors would experience gains or losses on currency conversion.

Sources: Standard & Poor's, Russell Indexes, MSCI Barra

See end of report for important definitions and disclosures.

Wells Fargo Investment Institute Perspective

Our medium-term outlook remains unchanged. We expect the modest growth/modest inflation environment that we have observed in recent years to remain intact over the balance of this year and in 2017. Looking at the S&P 500 Index, stocks have performed well in this type of environment since the March 2009 lows. It has taken seven years, but we believe that stocks are near "fair value" for this point in time. Most global central banks still appear ready to continue providing ample liquidity and low rates for their economies.

Second-quarter earnings results exceeded initial consensus expectations, but they still show a small year-over-year contraction. We expect third-quarter earnings to be flat to slightly positive vs. the same period last year. We predict better economic and earnings growth in the fourth quarter and in 2017.

We largely favor the more cyclical sectors that are sensitive to the ebb and flow of the economy. We believe that large-cap U.S. stocks will be the outperformers looking ahead. We maintain an underweight position in small-cap and EM equities.

For more information, please request our *Global Equity Strategy* report.

Market Summary

Real Assets

REITs and MLPs

Market Observations

Global real estate investment trusts (REITs) had negative returns in back-to-back months. In September, global REITs dropped 0.9 percent, which brought their YTD performance to 11 percent. U.S. REITs dragged the group lower with a return of -1.5 percent, while international REITs eked out a small gain of 0.2 percent. Master limited partnerships (MLPs) returned 1.9 percent for the month, which helped MLPs overtake U.S. REITs as the real assets leader YTD with a 15.9 percent return.

MLPs had a fairly volatile month, at one point declining by more than 3.5 percent before rebounding in the latter half of September. The two main drivers of this volatility were the Fed and OPEC. Fears of a September rate increase hurt many yield-oriented investments, MLPs included. Once the immediate Fed rate hike fears passed, the market looked for another driver and, for MLPs, found oil. OPEC announced an agreement to cut oil production, and oil prices bounced (as would be expected). This supportive oil-price action and optimistic market outlook helped spur the positive performance into the month's close. We remain evenweight on MLPs and advise investors to focus on higher-quality partnerships.

U.S. REITs had similar price action to MLPs in the first half of September. While MLPs had a push from OPEC and oil to bring them positive, REITs did not. REIT fundamentals softened, and the positive price trend that REITs enjoyed for the majority of the year broke down. The fear of higher interest

Real Assets Index Total Returns, REITs and MLPs—As of 9/30/16

	MTD	QTD	YTD	1 Year	3 Year	5 Year
Public Real Estate	-0.9%	1.5%	11.0%	15.9%	8.6%	13.2%
Domestic REITs	-1.5%	-1.2%	12.3%	20.9%	13.9%	16.0%
International REITs	0.2%	4.3%	10.4%	11.7%	3.2%	10.4%
Master Limited Partnerships	1.9%	1.1%	15.9%	12.7%	-4.8%	5.0%

Past performance is no guarantee of future results.

Returns over one year are annualized.

Sources: FTSE, Alerian

See end of report for important definitions and disclosures.

rates also created some headwinds. As a result, we downgraded U.S. REITs to evenweight in late September. Please see our September 22 report titled "The U.S. REIT Downgrade" for a more thorough review of our rationale.

Wells Fargo Investment Institute Perspective

REITs and MLPs typically provide greater income opportunities for investors, but the main drivers for the two sectors are dramatically different. For REITs, the fundamentals remain supportive but recently have weakened. We expect more modest returns for the remainder of 2016. For MLPs, investors' search for yield and oil-price optimism serves as support. We advise selecting midstream MLPs that are large and liquid with high-quality balance sheets.

Commodities

Market Observations

Commodity prices strengthened in September, led by higher energy and industrial metals prices. However, production has not been cut quickly enough, and demand has not picked up to maintain the positive performance seen earlier this year.

Metals. Gold prices have weakened recently as the dollar has strengthened. Prices could continue declining as market expectations for a Fed rate hike later this year have risen and the dollar continues to strengthen. Base-metal prices outperformed those of other commodities last month on signs of tighter copper and aluminum supplies. Strength in the U.S. housing market could provide additional support, but concerns over economic growth in emerging markets may limit further rallies.

Energy. Crude-oil prices ended the month higher in the upper-\$40s on signs of decreased production in the U.S. along with news that OPEC had reached a deal to cut oil production. Volatility could pick up as investors feel more uncertain about the production levels. Further, prices could fall as demand and supply continue to balance. As we exited the cooling season, natural-gas prices ended September slightly below their recent highs. Price volatility could pick up, and prices could take another leg lower as temperatures continue to cool.

Real Assets Index Total Returns, Commodities—As of 9/30/16

	MTD	QTD	YTD	1 Year	3 Year	5 Year
Commodities (S&P GSCI)	4.1%	-4.2%	5.3%	-12.2%	-22.2%	-12.6%
Commodities (BCOM)	3.1%	-3.9%	8.9%	-2.6%	-12.3%	-9.4%
Commodities (RICI)	4.0%	-1.4%	9.3%	-3.0%	-14.7%	-8.5%

Past performance is no guarantee of future results.

Returns over one year are annualized.

Source: Bloomberg

See end of report for important definitions and disclosures.

Agriculture. Agricultural commodity prices remain weak but could start to see some gains as foreign demand improves. Crop progress this planting season was strong, and conditions are good. A strong U.S. dollar has put additional pressure on prices amid ample global supplies. The lower-for-longer rate environment and slowly-growing inflation may put additional downside pressure on prices, despite signs of healthy foreign demand.

Wells Fargo Investment Institute Perspective

Commodity prices continue to suffer headwinds from low inflation, a stronger U.S. dollar, and sluggish economic growth. We anticipate periodic moves in the dollar that may increase the near-term uncertainty in prices. Overall, this asset class could be entering a range-bound period in the coming year, and we recommend a diversified position.

For more information, please request our *Global Real Assets Strategy* report.

Market Summary

Alternative Investments*

Early estimates from Hedge Fund Research indicate the seventh-consecutive month of positive industry performance, with strong outperformance from the Equity Hedge strategy. Equity Hedge managers gained as technology, commodity-sensitive, and small-cap equities delivered healthy returns and provided alpha on the long and short side of their portfolios. Event Driven managers provided mixed results with the Merger Arbitrage sub-strategy benefiting from exposure to financial-, software-, and technology-services-related deals. More directional sub-strategies such as Distressed were positive, despite higher volatility returning to capital markets.

Within Relative Value, Structured Credit performed well overall. Agency and non-agency mortgage-backed securities (MBS) outpaced comparable corporate credit markets (investment and non-investment grade), while the Commercial MBS market underperformed because of broader macro concerns and higher issuance volumes. The Systematic Macro strategy had contributions from long equity and Japanese yen positions, but these were offset by losses from long fixed income and short energy positions. Discretionary Macro managers tended to navigate fixed-income market volatility better by avoiding the abrupt rise in yields, finishing the month ahead of Systematic Macro managers.

Market Observations

As volatility returned in September, managers have become more defensive, rotating out of cyclical stocks and into more defensive stocks. Equity Hedge managers outperformed broader global equity markets in consecutive months, providing downside protection earlier in the month after a sharp rise in equity-market volatility. As the market digested economic data in early September, bond yields rose mainly due to the market pricing in a possible Fed rate hike by year-end. This resulted in losses for the Systematic Macro strategy, which only partially recovered as yields lowered toward month-end.

Wells Fargo Investment Institute Perspective

Overall, the credit markets remain supported by fundamentals including a strong U.S. consumer and a stable commercial real-estate sector. We continue to see an opportunity for structured credit, especially relative to high-yield corporate Structured Credit which appears to be exhibiting late-cycle behavior. Therefore, we maintain our tactical overweight outlook for Relative Value.

We maintain an evenweight recommendation for Macro, largely due to uncertainties about global monetary policy and the implications for asset trends—potentially resulting in short-term trend reversals that could whipsaw the Systematic Macro strategy. However, we continue to favor the Discretionary Macro strategy as we believe it is more nimble and tactical in navigating shorter-term volatility and trend reversals.

We maintain our underweight recommendation for Event Driven strategies, but see an improving opportunity set for Distressed Debt over the medium term. We believe there are potential catalysts that may lead to an attractive entry point for distressed credit investing. Weaker underwriting standards and regulatory changes have raised questions regarding liquidity, which we believe bodes well for the Distressed Credit strategy.

Alternative Investments Index Total Returns—As of 9/30/16

	MTD	QTD	YTD	1 Year	3 Year	5 Year
Global Hedge Funds	0.6%	3.0%	4.2%	4.9%	3.2%	4.4%
Relative Value	0.9%	3.1%	5.8%	5.6%	4.0%	5.6%
Arbitrage	1.2%	2.5%	7.2%	8.1%	3.1%	3.3%
Long/Short Credit	0.5%	3.9%	8.5%	7.8%	3.4%	5.2%
Struct Credit/Asset-Backed	1.1%	3.5%	3.3%	3.1%	5.7%	8.1%
Macro	-0.3%	-0.9%	1.8%	1.7%	2.6%	0.7%
Systematic	-0.7%	-2.5%	1.3%	0.2%	4.1%	0.4%
Discretionary	0.1%	0.3%	-0.9%	-0.7%	-0.2%	0.5%
Event Driven	0.7%	4.4%	6.7%	6.3%	2.6%	5.3%
Activist	-0.5%	5.8%	4.5%	9.6%	5.6%	9.4%
Distressed Credit	1.3%	5.8%	9.5%	5.9%	1.2%	5.0%
Merger Arbitrage	0.5%	1.9%	2.1%	4.2%	2.8%	3.2%
Equity Hedge	1.0%	4.7%	4.2%	6.0%	3.2%	5.6%
Directional Equity	0.6%	3.9%	3.7%	5.4%	3.9%	5.9%
Equity Market Neutral	0.4%	1.0%	1.1%	2.2%	3.7%	4.0%

Past performance is no guarantee of future results.

Returns over one year are annualized.

Source: Hedge Fund Research, Inc.

See end of report for important definitions and disclosures.

Expectations are for a gradual increase in default rates, fallen angels, and other credit events that can present attractive opportunities for Distressed Debt managers.

We continue to view Equity Hedge (specifically less directional strategies with low-net equity exposure, defined as 20 to 35 percent net long) as a high-conviction strategy in this environment. Our conviction is not so much a reflection of the likelihood of significant outperformance. Rather, it accentuates our cautious-but-constructive outlook on the equity markets while mitigating risk.

We remain highly constructive on several prospective Private Capital opportunities and recommend that investors continue to diversify their private capital investments by vintage year. Our evenweight recommendation for the strategy is more a representation of our outlook on the Large Buyout strategy rather than a lack of strong opportunities in the Private Capital space—particularly with Private Debt.

We maintain an evenweight recommendation for Private Real Estate. With a potential rate rise on the horizon in the U.S., alongside the ongoing global economic slowdown, the rising tide that had previously lifted real estate investments over the past several years seems likely to recede. The cycle is clearly turning—the successful investment strategies of yesterday may not suit the conditions emerging today. Yet, we believe there are compelling opportunities, especially in more opportunistic global strategies.

For more information, please request our *Global Alternatives Outlook*.

*Alternative investments are not suitable for all investors. Any offer to purchase or sell a specific alternative investment product will be made by the product's official offering documents. Investors could lose all or a substantial amount investing in these products. Please see end of report for important definitions and disclosures.

Investment Themes and Actions for 2016

Theme	Trends	Strategic (Long-Term Investments)	Tactical (Short-Term Opportunities)
Consumers, Commodities, and Currencies	<p>We believe consumers will increase their spending as employment improves</p> <p>A past surge in consumption has created excess factory capacity</p> <p>The dollar should trade in a range around its value since mid-year.</p> <p>Commodity prices likely will be volatile but we believe they should stabilize as supply adjusts to a lower level of demand</p>	<p>The U.S. and Europe are showing the strongest prospects for growth</p> <p>We believe EMs should continue to grow faster than DMs, but their lead has narrowed</p> <p>Economic growth should gradually absorb excess production capacity</p>	<p>In EM Fixed Income, select dollar-denominated bonds</p>
Fuel for Growth	<p>Nearing mid- to late-cycle appears to favor growth-oriented sectors</p> <p>The U.S. economy should still post a solid pace of growth in 2016</p> <p>Europe and Japan should slowly gain momentum</p> <p>EMs face slow trade growth and increased geopolitical conflict; we expect growth to be slightly higher than in 2015</p>	<p>We believe a growing U.S. economy should benefit domestically-oriented companies across all market capitalizations</p> <p>DMs should offer more opportunity than emerging ones</p>	<p>Overweight U.S. Large Cap Equities</p> <p>Underweight EM Equities</p> <p>Underweight DM Ex-U.S. Fixed Income</p> <p>Overweight Consumer Discretionary, Industrials, Health Care, and Information Technology</p> <p>Do not become impatient with low returns and take on too much risk</p>
Disruptions and Volatility	<p>Transient market disruptions (e.g., “flash crashes”) due to increased automation of trading and interconnection of markets</p> <p>Business methods being overhauled</p> <p>New industries being born</p> <p>Many workers are no longer “employees” or “contractors” but something in between</p>	<p>Expect volatility from technical change and geopolitical events</p> <p>Favor companies that innovate products and business methods</p> <p>Diversify broadly across asset classes</p> <p>Consider alternative investments for the potential to mute volatility and private equity to access emerging technologies</p>	<p>Avoid trying to time the stock markets, as being out of the market at the wrong time can be costly</p> <p>Seek to exploit price drops as favorable entry points to desired investments</p>
Living Longer and Living Better	<p>Labor force aging</p> <p>Labor participation may fall as workers retire in large numbers</p> <p>Health care and senior support consuming increased share of U.S. GDP</p>	<p>Investors should seek long-term growth, even as they age, to match their longer life expectancy</p> <p>Younger investors should expect to finance more of their own retirement than previous generations did</p> <p>Favor countries that can make productive use of an aging labor force</p>	<p>Underweight the most volatile equities (small caps, emerging market)</p> <p>Stay overweight less volatile equities (U.S. large caps)</p>

Wells Fargo Investment Institute Forecasts

GDP Growth. The first half of 2016 was slower than expected, but headwinds have eased. Global trade rebounded during the first half but is expected to remain subdued in the near term. China's growth continues to stabilize, largely supported by government spending. Weak U.S. manufacturing activity appears to be turning slowly higher. We see signs of modestly stronger U.S. and international economic activity in the second half, which we expect to continue into 2017. Still, slow global economic and earnings growth leave markets vulnerable to potential shocks, especially unsettling election results and monetary policies that do not ease as much as investors expect.

Inflation. We expect inflationary pressures to remain subdued in developed economies due to weak energy prices. Lower-for-longer commodity prices and excess factory capacity should constrain inflation in most countries. But improving confidence, borrowing, and wage growth should help raise inflation in developed countries. EMs should see falling inflation except in high-debt, low-growth locales like South America and Russia.

Unemployment Rate. The strong labor market is slowly raising wages and producing job openings broadly across the domestic economy. The unemployment rate has declined, but gradually improving labor force participation has brought workers into the labor force and restrained further unemployment-rate improvements.

Interest Rates. We expect two rate increases before the end of 2017 as the Fed continues its cautious approach to rate increases. We believe that the Fed will move forward with any rate hikes at a gradual pace. While the Fed has the power to explicitly raise short-term rates, investors should not assume that long-term rates also will increase. As short-term rates slowly rise, we look for longer-term rates to remain near current levels at year-end 2017, resulting in further curve flattening.

Domestic Stocks. We remain convinced that the modest-growth/modest-inflation environment is unlikely to change in the near term. We favor large-capitalization U.S. stocks over small caps. Small caps typically underperform large caps in later stages of an economic cycle. We also favor U.S. large caps over international developed and EM stocks into at least the early portion of 2017. We believe that the market has been looking toward improved economic and earnings growth in 2017 for some time. Our advice is to remain invested and focus mainly on those sectors more sensitive to the ebb and flow of the economy.

Foreign Stocks. German business sentiment reached a two-year high last month. We are starting to see improvements across a number of economic sectors, but the banking industry remains plagued by capital and loan-demand concerns. Until we see more stabilization in the large Financials sector, we remain neutral on developed-market equities. We estimate another year of flat EM earnings. While EM stocks have rallied, this has been built on dollar stability, muted U.S. rates, and stabilization in China. We have not seen material improvements in EM fundamentals, but the economies have not worsened. These developments have led to an EM rally, but we believe some of the gains may be given back by year-end.

Commodities. We anticipate that WTI crude-oil prices will end 2017 between \$40 and \$50 a barrel. We expect global supply to balance better against global demand as prices settle in this

	2017 Year-End Targets	2016	2015(A)
Global Economy			
Domestic U.S. GDP Growth	2.1%	1.9% (E)	2.6%
Domestic U.S. Inflation	2.1%	1.4% (E)	0.1%
Domestic U.S. Unemployment Rate	4.5%	4.8% (E)	5.0%
Global GDP Growth	3.2%	3.0% (E)	3.1%
Developed-Market GDP Growth	1.7%	1.6% (E)	1.9%
Developed-Market Inflation	1.8%	1.0% (E)	0.5%
Emerging-Market GDP Growth	4.4%	4.1% (E)	4.0%
Emerging-Market Inflation	5.2%	5.7% (E)	5.9%
Eurozone GDP Growth	1.3%	1.2% (E)	2.0%
Eurozone Inflation	1.2%	0.35% (E)	0.2%
Dollar/Euro Exchange Rate	\$1.02–\$1.06	\$1.12	\$1.09
Yen/Dollar Exchange Rate	¥95–¥101	¥101	¥120
Global Equities			
S&P 500 Index	2190–2290	2168	2044
S&P 500 Operating Earnings Per Share	\$127	\$119 (E)	\$118
Russell Midcap® Index	1720–1820	1736	1596
Russell Small Cap Index	1170–1270	1252	1136
MSCI Europe, Australasia, Far East (EAFE) Index	1660–1760	1702	1716
MSCI Emerging Markets (EM) Index	850–930	903	794
Global Fixed Income			
10-Year U.S. Treasury Yield	1.50–2.00%	1.59%	2.3%
30-Year U.S. Treasury Yield	2.00–2.50%	2.32%	3.0%
Fed Funds Rate	0.75–1.00%	0.5%	0.4%
Global Real Assets			
West Texas Intermediate Crude Price (\$ per barrel)	\$40–\$50	\$48	\$37
Brent Crude Price (\$ per barrel)	\$45–\$55	\$49	\$37
Gold Price (\$ per troy ounce)	\$1,150–\$1,250	\$1,317	\$1,061

A: Actual as of 9/30/16. E: Estimate. Wells Fargo Investment Institute forecasts. See end of report for important definitions and disclosures. Sources: Wells Fargo Investment Institute, Bloomberg, S&P Capital IQ, 10/17/16. Projections are not guaranteed and are subject to change.

range. Short-term gold rallies driven by volatility and investor sentiment could persist. While gold prices have performed well due to perceived safe-haven demand and the prospect of lower-for-longer rates, we anticipate that gold prices will fall to \$1,150–\$1,250 per troy ounce by year-end 2017.

Currencies. Our currency forecasts for 2017 continue to reflect a neutral view on the dollar, with weakness in the euro and pound offset by a modestly stronger yen. Expectations of continued monetary easing in the UK and the Eurozone should weigh on these currencies. Yet, disappointment over the future extent of Japanese stimulus and U.S. opposition to competitive currency devaluation may prevent the yen from weakening further. This neutral dollar view does not preclude large swings in the dollar's value in both directions over the forecast horizon. (Please see page 19 for more details on currency hedging guidance.)

Capital Market Assumptions

Fixed Income, Equities, Real Assets and Alternative Investments

Annual update; as of August 2016

Capital market and asset class assumptions are estimates of how asset classes may respond during various market environments. For example, **Downside risk** is based on our assumptions about average returns and the variability of returns. It represents the minimum return that would be statistically likely in 95 percent of annual returns. In other words, in 19 out of 20 years, performance would likely be better than this figure and in the twentieth year it would likely be worse. There is no guarantee that any particular 20-year period would follow this pattern. **Hypothetical returns** represent our estimate of likely average returns over the next several market cycles. They do not represent the returns that an investor should expect in any particular year. **Geometric return** is the compounded annual growth rate of an investment (asset class or portfolio) over a specified period of time longer than one year. **Standard deviation** is a measure of volatility. It reflects the degree of variability surrounding the outcome of an investment decision; the higher the standard deviation, the greater the risk. **Yield** on a bond is the yield-to-maturity of the bond. **Dividend yield** on an equity or real-asset investment represents the projected dividend as a percentage of the purchase price. The assumptions are not designed to predict actual performance, and there are no assurances that any estimates used will be achieved. The information given has been provided as a guide to help with investment planning and does not represent the maximum loss a portfolio could experience.

Capital Market Assumptions

	Asset Class	Hypothetical Geometric Return	Hypothetical Standard Deviation or Risk	Yield or Dividend Yield	Downside Risk
	Inflation	2.5%			
	Cash Alternatives	2.5%	1.5%	2.5%	0.1%
Fixed Income	U.S. Short Term Taxable Fixed Income	2.6%	1.8%	2.6%	-0.2%
	U.S. Intermediate Term Taxable Fixed Income	3.1%	5.0%	3.1%	-4.8%
	U.S. Long Term Taxable Fixed Income	3.2%	10.5%	3.2%	-12.6%
	Short Term Tax Exempt Fixed Income	2.1%	1.8%	2.1%	-0.7%
	Intermediate Term Tax Exempt Fixed Income	2.5%	5.0%	2.5%	-5.4%
	Long Term Tax Exempt Fixed Income	2.5%	10.5%	2.5%	-13.3%
	Developed Market ex.-U.S. Fixed Income	2.8%	8.0%	2.8%	-9.4%
	High Yield Taxable Fixed Income	6.1%	12.0%	6.1%	-11.7%
	High Yield Tax Exempt Fixed Income	4.8%	12.0%	4.8%	-13.1%
	Emerging Market Fixed Income	6.2%	12.5%	6.2%	-12.3%
	Inflation-Linked Fixed Income	3.1%	6.0%	3.1%	-6.3%
	Preferred Stock	4.5%	12.0%	4.5%	-13.3%
Equities	U.S. Large Cap Equities	7.7%	16.5%	2.2%	-16.0%
	U.S. Mid Cap Equities	8.3%	18.3%	1.8%	-17.5%
	U.S. Small Cap Equities	8.5%	20.0%	1.3%	-19.3%
	Developed Market ex. U.S. Equities	7.5%	17.5%	3.3%	-17.4%
	Developed Market ex. U.S. Small Cap Equities	8.3%	20.0%	2.0%	-19.5%
	Emerging Market Equities	9.0%	24.0%	2.3%	-23.2%
	Frontier Market Equities	8.2%	28.0%	3.5%	-27.9%
Real Assets	Public Real Estate	7.2%	18.0%	4.0%	-18.2%
	Private Real Estate*	7.7%	15.0%	6.0%	-14.0%
	Infrastructure	7.5%	16.0%	4.0%	-15.5%
	Master Limited Partnerships	7.6%	17.0%	6.0%	-16.7%
	Timberland	6.8%	12.3%	5.0%	-11.4%
	Commodities	4.4%	15.0%	0.0%	-17.2%
Alternative Investments*	Hedge Funds—Relative Value	5.1%	5.8%	0.0%	-3.9%
	Hedge Funds—Macro	4.9%	6.3%	0.0%	-4.9%
	Hedge Funds—Event Driven	5.4%	7.0%	0.0%	-5.5%
	Hedge Funds—Equity Hedge	5.5%	8.8%	0.0%	-7.9%
	Private Equity	11.1%	22.0%	0.0%	-19.1%
	Private Debt	8.1%	16.0%	6.8%	-14.9%

*Alternative investments are not suitable for all investors. Any offer to purchase or sell a specific alternative investment product will be made by the product's official offering documents. Investors could lose all or a substantial amount investing in these products. Please see end of report for important definitions and disclosures.

Strategic and Tactical Asset Allocation

Introducing a new set of recommended strategic asset mixes

Recently, we expanded our set of asset mixes from seven objectives to nine. We renamed the objectives to reflect the thought process you might go through as an investor—for example:

1. What do you want from your portfolio? Growth? Income? A combination of the two?
2. How much risk are you willing to take to pursue your goal? Are you conservative, aggressive, or something in between?

We also performed the annual update to our recommended strategic asset allocation strategies. Our current investment clients will notice some modest changes in the recommended asset mix for their investment objective. Your current Investment Policy Statement (IPS) document continues to be valid until its three-year expiration from date of signature. The changes described here will begin to appear in account statements in November.

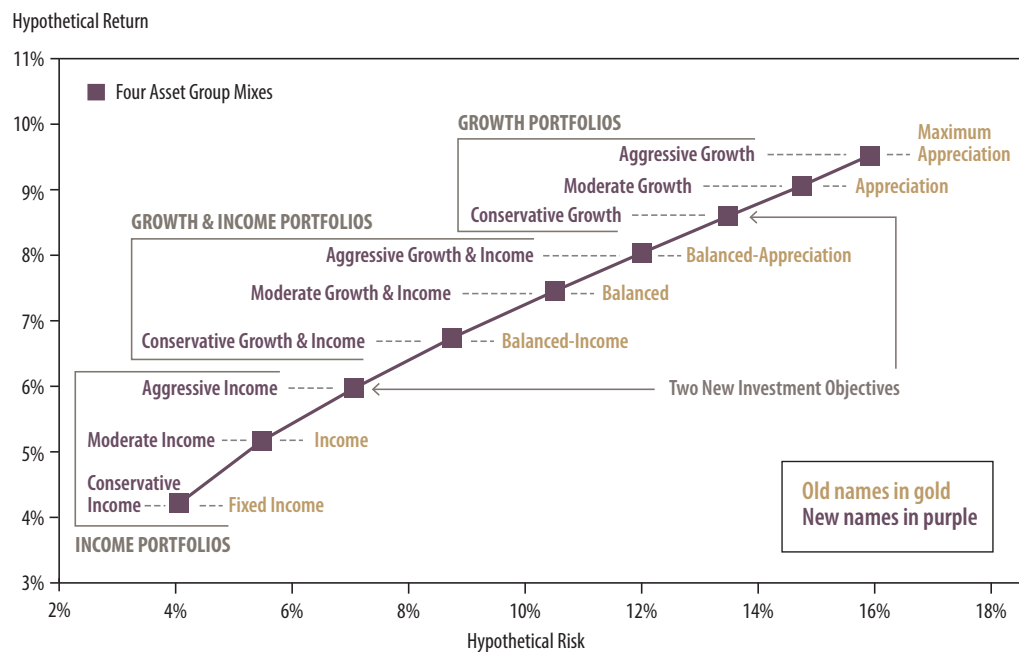
Client Goals	INCOME			GROWTH & INCOME			GROWTH		
Risk Tolerance	Conservative	Moderate	Aggressive	Conservative	Moderate	Aggressive	Conservative	Moderate	Aggressive

Efficient Frontier

An efficient frontier represents the theoretical set of diversified portfolios that maximizes return given a specific level of risk.

Chart is conceptual and is not meant to reflect any actual returns or represent any specific asset classifications.

Source: Wells Fargo Investment Institute, August 2016



Asset Classes

Some asset-class names are being changed slightly or added/removed completely for clarity and consistency. The table below shows asset class names that are being changed:

Old Name	New Name
Global Fixed Income	Fixed Income
U.S. Investment Grade Bonds	U.S. Taxable Investment Grade Fixed Income
Short Term Taxable Bonds	U.S. Short Term Taxable Fixed Income
Intermediate Taxable Bonds	U.S. Intermediate Term Taxable Fixed Income
Long Term Taxable Bonds	U.S. Long Term Taxable Fixed Income
Investment Grade Muni Bonds	Tax Exempt Investment Grade Fixed Income
Short Term Muni Bonds	Short Term Tax Exempt Fixed Income
Intermediate Muni Bonds	Intermediate Term Tax Exempt Fixed Income
Long Term Muni Bonds	Long Term Tax Exempt Fixed Income
Developed Market Bonds	Developed Market Ex-U.S. Fixed Income
Emerging Market Bonds	Emerging Market Fixed Income
U.S. High Yield Bonds	High Yield Taxable Fixed Income
High Yield Muni Bonds	High Yield Tax Exempt Fixed Income
Global TIPS	Inflation-Linked Fixed Income

Old Name	New Name
Global Equities	Equities
U.S. Large Cap	U.S. Large Cap Equities
U.S. Mid Cap	U.S. Mid Cap Equities
U.S. Small Cap	U.S. Small Cap Equities
Developed Market Equities	Developed Market Ex-U.S. Equities
Developed Market Small Cap Equities	Developed Market Ex-U.S. Small Cap Equities
Global Real Assets	Real Assets
Global REITs	Public Real Estate
N/A	Infrastructure
MLPs	Master Limited Partnerships

Strategic and Tactical Asset Allocation

Four Asset Groups: Fixed Income, Equities, Real Assets, Alternative Investments

Strategic allocations as of 8/15/2016;
tactical allocations as of 9/22/2016

		[Fixed Income]			[Income]			[New]		
		CONSERVATIVE			MODERATE			AGGRESSIVE		
		Strategic	Tactical	Difference	Strategic	Tactical	Difference	Strategic	Tactical	Difference
INCOME	CASH ALTERNATIVES	3.0%	3.0%	0.0%	3.0%	3.0%	0.0%	3.0%	3.0%	0.0%
	TOTAL FIXED INCOME	77.0%	76.0%	-1.0%	62.0%	59.0%	-3.0%	53.0%	51.0%	-2.0%
	U.S. Taxable Investment Grade Fixed Income	60.0%	63.0%	3.0%	44.0%	45.0%	1.0%	32.0%	33.0%	1.0%
	U.S. Short Term Taxable	20.0%	20.0%	0.0%	12.0%	12.0%	0.0%	2.0%	2.0%	0.0%
	U.S. Intermediate Term Taxable	35.0%	40.0%	5.0%	25.0%	28.0%	3.0%	21.0%	24.0%	3.0%
	U.S. Long Term Taxable	5.0%	3.0%	-2.0%	7.0%	5.0%	-2.0%	9.0%	7.0%	-2.0%
	High Yield Taxable Fixed Income	6.0%	6.0%	0.0%	7.0%	7.0%	0.0%	8.0%	8.0%	0.0%
	Developed Market Ex-U.S. Fixed Income	8.0%	4.0%	-4.0%	6.0%	2.0%	-4.0%	5.0%	2.0%	-3.0%
	Emerging Market Fixed Income	3.0%	3.0%	0.0%	5.0%	5.0%	0.0%	8.0%	8.0%	0.0%
	TOTAL EQUITIES	6.0%	6.0%	0.0%	18.0%	20.0%	2.0%	25.0%	25.0%	0.0%
	U.S. Large Cap Equities	2.0%	2.0%	0.0%	10.0%	12.0%	2.0%	11.0%	13.0%	2.0%
	U.S. Mid Cap Equities	2.0%	2.0%	0.0%	4.0%	4.0%	0.0%	6.0%	6.0%	0.0%
	U.S. Small Cap Equities	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	2.0%	-2.0%
	Developed Market Ex-U.S. Equities	2.0%	2.0%	0.0%	4.0%	4.0%	0.0%	4.0%	4.0%	0.0%
	Emerging Market Equities	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	TOTAL REAL ASSETS	4.0%	4.0%	0.0%	5.0%	5.0%	0.0%	7.0%	7.0%	0.0%
	Public Real Estate	2.0%	2.0%	0.0%	2.0%	2.0%	0.0%	3.0%	3.0%	0.0%
	Private Real Estate*	2.0%	2.0%	0.0%	3.0%	3.0%	0.0%	4.0%	4.0%	0.0%
	Commodities	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	TOTAL ALTERNATIVE INVESTMENTS*	10.0%	11.0%	1.0%	12.0%	13.0%	1.0%	12.0%	14.0%	2.0%
	Hedge Funds–Relative Value	4.0%	5.5%	1.5%	4.0%	5.5%	1.5%	4.0%	6.5%	2.5%
	Hedge Funds–Macro	3.0%	3.0%	0.0%	5.0%	5.0%	0.0%	5.0%	5.0%	0.0%
	Hedge Funds–Event Driven	3.0%	2.5%	-0.5%	3.0%	2.5%	-0.5%	3.0%	2.5%	-0.5%
	Hedge Funds–Equity Hedge	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Private Equity	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
		[Balanced-Income]			[Balanced]			[Balanced-Appreciation]		
GROWTH & INCOME	CASH ALTERNATIVES	3.0%	4.0%	1.0%	3.0%	4.0%	1.0%	3.0%	4.0%	1.0%
	TOTAL FIXED INCOME	41.0%	39.0%	-2.0%	31.0%	29.5%	-1.5%	23.0%	21.5%	-1.5%
	U.S. Taxable Investment Grade Fixed Income	27.0%	28.0%	1.0%	17.0%	17.5%	0.5%	9.0%	9.5%	0.5%
	U.S. Short Term Taxable	4.0%	4.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	U.S. Intermediate Term Taxable	16.0%	19.0%	3.0%	12.0%	14.5%	2.5%	4.0%	6.5%	2.5%
	U.S. Long Term Taxable	7.0%	5.0%	-2.0%	5.0%	3.0%	-2.0%	5.0%	3.0%	-2.0%
	High Yield Taxable Fixed Income	6.0%	6.0%	0.0%	6.0%	6.0%	0.0%	6.0%	6.0%	0.0%
	Developed Market Ex-U.S. Fixed Income	3.0%	0.0%	-3.0%	2.0%	0.0%	-2.0%	2.0%	0.0%	-2.0%
	Emerging Market Fixed Income	5.0%	5.0%	0.0%	6.0%	6.0%	0.0%	6.0%	6.0%	0.0%
	TOTAL EQUITIES	32.0%	31.0%	-1.0%	40.0%	38.0%	-2.0%	48.0%	46.0%	-2.0%
	U.S. Large Cap Equities	14.0%	16.0%	2.0%	18.0%	20.0%	2.0%	22.0%	24.0%	2.0%
	U.S. Mid Cap Equities	6.0%	6.0%	0.0%	7.0%	7.0%	0.0%	8.0%	8.0%	0.0%
	U.S. Small Cap Equities	4.0%	2.0%	-2.0%	5.0%	3.0%	-2.0%	6.0%	4.0%	-2.0%
	Developed Market Ex-U.S. Equities	5.0%	5.0%	0.0%	6.0%	6.0%	0.0%	7.0%	7.0%	0.0%
	Emerging Market Equities	3.0%	2.0%	-1.0%	4.0%	2.0%	-2.0%	5.0%	3.0%	-2.0%
	TOTAL REAL ASSETS	9.0%	9.0%	0.0%	10.0%	10.0%	0.0%	10.0%	10.0%	0.0%
	Public Real Estate	3.0%	3.0%	0.0%	3.0%	3.0%	0.0%	3.0%	3.0%	0.0%
	Private Real Estate*	4.0%	4.0%	0.0%	5.0%	5.0%	0.0%	5.0%	5.0%	0.0%
	Commodities	2.0%	2.0%	0.0%	2.0%	2.0%	0.0%	2.0%	2.0%	0.0%
	TOTAL ALTERNATIVE INVESTMENTS*	15.0%	17.0%	2.0%	16.0%	18.5%	2.5%	16.0%	18.5%	2.5%
	Hedge Funds–Relative Value	4.0%	6.5%	2.5%	3.0%	5.5%	2.5%	2.0%	4.5%	2.5%
	Hedge Funds–Macro	4.0%	4.0%	0.0%	3.0%	3.0%	0.0%	3.0%	3.0%	0.0%
	Hedge Funds–Event Driven	2.0%	1.5%	-0.5%	2.0%	1.5%	-0.5%	2.0%	1.5%	-0.5%
	Hedge Funds–Equity Hedge	0.0%	0.0%	0.0%	2.0%	2.5%	0.5%	2.0%	2.5%	0.5%
	Private Equity	5.0%	5.0%	0.0%	6.0%	6.0%	0.0%	7.0%	7.0%	0.0%

See next page for Growth data and Portfolio Allocations across the Efficient Frontier, Strategic and Tactical.

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Strategic and Tactical Asset Allocation

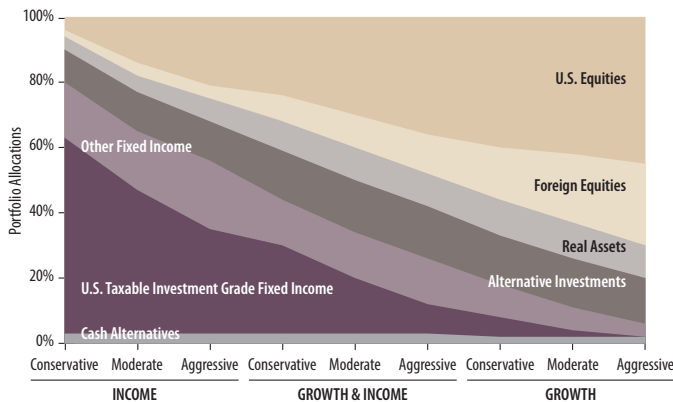
Four Asset Groups: Fixed Income, Equities, Real Assets, Alternative Investments (continued)

Strategic allocations as of 8/15/2016;
tactical allocations as of 9/22/2016

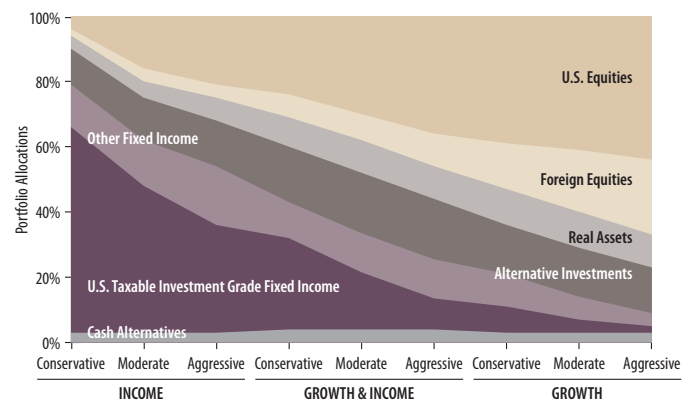
		[New]			[Appreciation]			[Maximum Appreciation]		
		CONSERVATIVE			MODERATE			AGGRESSIVE		
		Strategic	Tactical	Difference	Strategic	Tactical	Difference	Strategic	Tactical	Difference
GROWTH	CASH ALTERNATIVES	2.0%	3.0%	1.0%	2.0%	3.0%	1.0%	2.0%	3.0%	1.0%
	TOTAL FIXED INCOME	16.0%	18.0%	2.0%	9.0%	11.0%	2.0%	4.0%	6.0%	2.0%
	U.S. Taxable Investment Grade Fixed Income	6.0%	8.0%	2.0%	2.0%	4.0%	2.0%	0.0%	2.0%	2.0%
	U.S. Short Term Taxable	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	U.S. Intermediate Term Taxable	4.0%	8.0%	4.0%	0.0%	4.0%	4.0%	0.0%	2.0%	2.0%
	U.S. Long Term Taxable	2.0%	0.0%	-2.0%	2.0%	0.0%	-2.0%	0.0%	0.0%	0.0%
	High Yield Taxable Fixed Income	5.0%	5.0%	0.0%	4.0%	4.0%	0.0%	2.0%	2.0%	0.0%
	Developed Market Ex-U.S. Fixed Income	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Emerging Market Fixed Income	5.0%	5.0%	0.0%	3.0%	3.0%	0.0%	2.0%	2.0%	0.0%
	TOTAL EQUITIES	56.0%	53.0%	-3.0%	63.0%	60.0%	-3.0%	70.0%	67.0%	-3.0%
	U.S. Large Cap Equities	24.0%	26.0%	2.0%	24.0%	26.0%	2.0%	24.0%	26.0%	2.0%
	U.S. Mid Cap Equities	9.0%	9.0%	0.0%	10.0%	10.0%	0.0%	12.0%	12.0%	0.0%
	U.S. Small Cap Equities	7.0%	4.0%	-3.0%	8.0%	5.0%	-3.0%	9.0%	6.0%	-3.0%
	Developed Market Ex-U.S. Equities	9.0%	9.0%	0.0%	11.0%	11.0%	0.0%	12.0%	12.0%	0.0%
	Emerging Market Equities	7.0%	5.0%	-2.0%	10.0%	8.0%	-2.0%	13.0%	11.0%	-2.0%
	TOTAL REAL ASSETS	11.0%	11.0%	0.0%	11.0%	11.0%	0.0%	10.0%	10.0%	0.0%
	Public Real Estate	3.0%	3.0%	0.0%	3.0%	3.0%	0.0%	3.0%	3.0%	0.0%
	Private Real Estate*	6.0%	6.0%	0.0%	6.0%	6.0%	0.0%	7.0%	7.0%	0.0%
	Commodities	2.0%	2.0%	0.0%	2.0%	2.0%	0.0%	0.0%	0.0%	0.0%
	TOTAL ALTERNATIVE INVESTMENTS*	15.0%	15.0%	0.0%	15.0%	15.0%	0.0%	14.0%	14.0%	0.0%
	Hedge Funds–Relative Value	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Hedge Funds–Macro	3.0%	3.0%	0.0%	2.0%	2.0%	0.0%	0.0%	0.0%	0.0%
	Hedge Funds–Event Driven	2.0%	1.5%	-0.5%	2.0%	1.5%	-0.5%	2.0%	1.5%	-0.5%
	Hedge Funds–Equity Hedge	2.0%	2.5%	0.5%	2.0%	2.5%	0.5%	2.0%	2.5%	0.5%
	Private Equity	8.0%	8.0%	0.0%	9.0%	9.0%	0.0%	10.0%	10.0%	0.0%

These allocations span the set of investments available to investors, utilizing broad diversification to help manage portfolio risk. Special issues such as liquidity, cash flow, and taxability would be taken into consideration in the choice of investment vehicles for each asset class. Depending on their tax bracket and on market conditions, investors may elect taxable or municipal bonds to implement their fixed income allocation. The tactical asset allocation overweights and underweights are designed to provide guidance on shorter-term (6–18 months) weightings in the portfolio.

Portfolio Allocations across the Efficient Frontier–Strategic



Portfolio Allocations across the Efficient Frontier–Tactical



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Strategic Asset Allocation

Efficient Frontiers

An efficient frontier represents the theoretical set of diversified portfolios that maximizes return given a specific level of risk. With our capital market assumptions, we are able to use the asset classes to create proprietary asset allocation portfolios that are prudent in that diversification is used to reduce performance risk associated with concentrated investments. They are efficient in that the level of hypothetical risk is appropriate for the desired, hypothetical return. There are two efficient frontiers: one represents our full recommended asset allocation, while the other is restricted to a traditional stock/bond allocation. The asset allocation portfolios fall along the efficient frontier, allowing investors opportunities with varying levels of risk.

Four Asset Groups vs. Classic Stock-and-Bond Portfolio

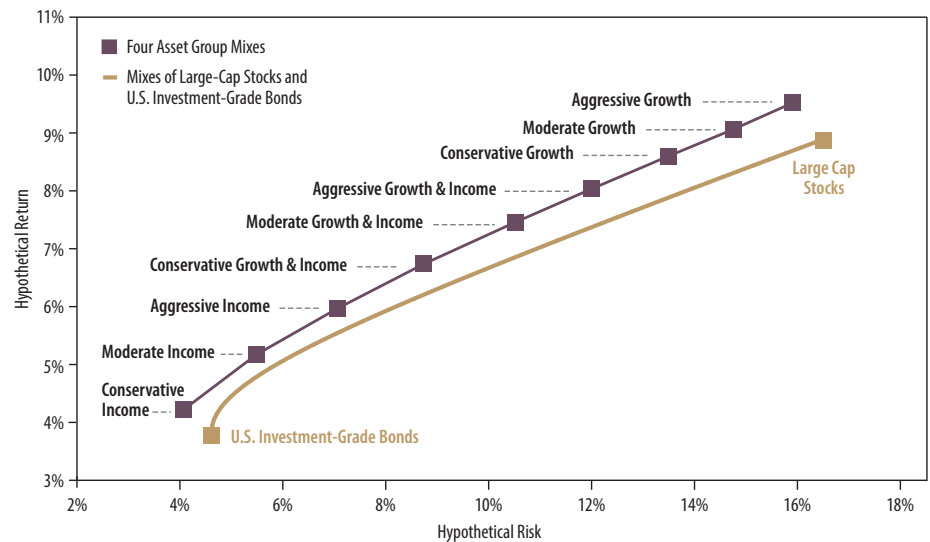


Chart is conceptual and is not meant to reflect any actual returns or represent any specific asset classifications.
Source: Wells Fargo Investment Institute, August 2016

Hypothetical Portfolio Statistics

For Strategic Allocation Mixes (pages 11-12) based on Capital Market Assumptions (page 9)

	INCOME			GROWTH & INCOME			GROWTH		
	Conservative	Moderate	Aggressive	Conservative	Moderate	Aggressive	Conservative	Moderate	Aggressive
Geometric Expected Return	4.1%	5.0%	5.7%	6.4%	6.9%	7.4%	7.8%	8.1%	8.4%
Standard Deviation	4.1%	5.5%	7.1%	8.7%	10.5%	12.0%	13.5%	14.8%	15.9%
Yield	3.0%	3.0%	3.1%	2.7%	2.7%	2.6%	2.6%	2.4%	2.4%
Downside Risk	-2.3%	-3.6%	-5.2%	-7.0%	-8.9%	-10.5%	-12.1%	-13.4%	-14.6%

Investment Objectives Definitions

INCOME

Income portfolios emphasize current income with minimal consideration for capital appreciation and usually have less exposure to more volatile growth assets but can still experience losses.

Conservative Income investors generally assume lower risk, but may still experience losses or have lower expected income returns.

Moderate Income investors are willing to accept a modest level of risk that may result in increased losses in exchange for the potential to receive modest income returns.

Aggressive Income investors seek a higher level of returns and are willing to accept a higher level of risk that may result in greater losses.

GROWTH & INCOME

Growth & Income portfolios emphasize a blend of current income and capital appreciation and usually have some exposure to more volatile growth assets.

Conservative Growth & Income investors generally assume a lower amount of risk, but may still experience losses or have lower expected returns.

Moderate Growth & Income investors are willing to accept a modest level of risk that may result in increased losses in exchange for the potential to receive modest returns.

Aggressive Growth & Income investors seek a higher level of returns and are willing to accept a higher level of risk that may result in greater losses.

GROWTH

Growth portfolios emphasize capital appreciation with minimal consideration for current income and usually have significant exposure to more volatile growth assets.

Conservative Growth investors generally assume a lower amount of risk, but may still experience increased losses or have lower expected growth returns.

Moderate Growth investors are willing to accept a modest level of risk that may result in significant losses in exchange for the potential to receive higher returns.

Aggressive Growth investors seek a higher level of returns and are willing to accept a higher level of risk that may result in more significant losses.

Tactical Asset Allocation

Recommended Tactical Tilts

No changes this month

The strategic (evenweight) asset allocations are based on long-term strategies. However, capital markets tend to move in cycles, and there may be short-term opportunities to enhance the risk/return relationship within a portfolio by temporarily adjusting the allocations. The tactical asset allocation overweights and underweights are designed to provide guidance on shorter-term (6-18 months) weightings in the portfolio. The minimum position of any asset class is zero, meaning that no short selling is permitted. The maximum position of all asset classes together is 100 percent, meaning that no leverage is permitted. The actual extent of overweights and underweights is a judgment call. It should be enough to make a difference without crowding out other assets or creating a vacuum. Also, all the tactical recommendations have to be considered together. It would not be mathematically possible to underweight two asset groups while maintaining an evenweight in the other two. Adjustments must be made to bring all the broad asset classes into a proper relationship. These are guidelines to be used prudently for investors with temperaments that agree with a more aggressive, tactical investment style.

Additional Asset Class Guidance

We recommend selecting long/short equity strategies: These strategies provide diversification in an equity portfolio by utilizing both long and short exposures to the asset class. While they do provide diversification, investors should expect higher tracking error to traditional benchmarks from these strategies. Prudent use through controlled allocations is recommended.

Underweight	Evenweight	Overweight
Cash & Fixed Income		
U.S. Long Term Taxable Fixed Income Developed Market Ex.-U.S. Fixed Income	U.S. Short Term Taxable Fixed Income High Yield Taxable Fixed Income Emerging Market Fixed Income	Cash Alternatives U.S. Taxable Investment Grade Fixed Income U.S. Intermediate Term Taxable Fixed Income
Equities		
U.S. Small Cap Equities Emerging Market Equities	U.S. Mid Cap Equities Developed Market Ex.-U.S. Equities	U.S. Large Cap Equities
Real Assets		
	Public Real Estate Private Real Estate* Commodities	
Alternative Investments*		
Hedge Funds—Event-Driven*	Private Equity* Private Debt* Hedge Funds—Macro*	Hedge Funds—Relative Value* Hedge Funds—Equity Hedge*
Underweight	Evenweight	Overweight

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Tactical Asset Allocation

Tactical Recommendations Summary

	Asset Class	Weight	Rationale and Further Detail
Fixed Income	U.S. Taxable Investment Grade Fixed Income	Overweight	While yields remain near historically low levels, U.S. investment-grade bond yields remain attractive on a global scale. Our outlook for continued U.S. economic expansion is generally supportive.
	U.S. Short Term Taxable	Evenweight	We expect the Fed to raise rates at a slow pace and continue to expect minimal yield opportunities in short-term bonds. Short-term, fixed-income securities are a defensive investment—which may help reduce fixed-income holdings' exposure to an unexpected rise in yields/decline in prices due to a stronger-than-expected economic recovery or unanticipated inflation.
	U.S. Intermediate Term Taxable	Overweight	We believe that the yield curve remains attractive through the intermediate bond area. As noted, we expect the Fed to keep rates low through 2017. We recommend that investors consider more intermediate maturities given the available yield pickup.
	U.S. Long Term Taxable	Underweight	We would be cautious in adding new long-maturity positions. In our opinion, the risk/reward tradeoff of long-maturity bonds is not sufficiently compelling, and we remain underweight given the price sensitivity of longer-maturity positions.
	High Yield Taxable Fixed Income	Evenweight	We believe that the high-yield (HY) sector is fairly valued, as spreads have tightened. Some of the riskier sectors have become less volatile (as we appear to be in a lower-for-longer rate environment). We recommend moving up in credit quality and avoiding lower-quality issuers in the HY space. It is also important to maintain broad HY diversification given potential liquidity issues in the HY sector.
	Developed Market Ex-U.S. Fixed Income	Underweight	Ultra-low sovereign yields should remain so given a sluggish global recovery coupled with central-bank support. We have a neutral tactical view on the U.S. dollar and do not recommend currency hedging any portion of developed-market bond holdings. See page 19 of this report for additional information.
	Emerging Market Fixed Income	Evenweight	Higher yields and spreads in U.S.-dollar-denominated sectors may offer the potential for more stable returns, but local-currency bonds are expected to be more volatile. We recommend a 100 percent dollar-denominated strategy.
Equities	U.S. Large Cap Equities	Overweight	We believe that investors have been looking beyond poor first-half earnings reports. We also expect improvements in third and fourth quarter results and in 2017. Full-year 2016 earnings likely will be only slightly higher than last year, but we see 6 to 7 percent earnings growth in 2017. We look for large-cap outperformance.
	U.S. Mid Cap Equities	Evenweight	We still favor large caps over mid caps. Mid caps did slightly outperform large-cap equities in September. Yet later in a cycle, mid caps typically underperform. We are keeping an eye out for opportunities.
	U.S. Small Cap Equities	Underweight	Modest U.S. economic growth in the coming year may make it unlikely that small-cap companies will see meaningful earnings-growth acceleration. This is typical as we move into the later stages of the cycle. We believe that valuations are high.
	Developed Market Ex.-U.S. Equities	Evenweight	Our fundamental outlook became more balanced as weak trade and less dollar strength than we initially expected resulted in a more subdued earnings outlook among some of the world's largest economies. Brexit introduces another level of uncertainty.
	Emerging Market Equities	Underweight	Emerging-market growth should outpace developed-market growth. However, selectivity is important, as economic and political challenges remain. Earnings growth for many commodity-centric markets remains a challenge.
Real Assets	Commodities	Evenweight	Commodity prices have steadied after a weak start to the year. Commodities remain in a bear market and could enter a long-term consolidation period above the lows set during this cycle as supply and demand balance. Diversify broadly.
	Public Real Estate	Evenweight	Fundamentals for U.S. equity REITs are supportive but have weakened recently. Non-U.S.-listed real estate has generally been less attractive, given the higher degree of economic uncertainty in many overseas markets.
	Private Real Estate*	Evenweight	We prefer Opportunistic real estate strategies, particularly in Europe but also with an increased focus on Asia. Despite the recent reduction in core commercial property values, we believe that many core markets are fully priced or overpriced for new capital investment. Going forward, we expect that income will comprise a larger portion of total return for core real estate than it has for the past five years.
Alternative Investments*	Hedge Funds—Relative Value*	Overweight	Structured Credit fundamentals remain supportive, although we are cognizant that trends in property prices and delinquencies have softened marginally. We view the risk-reward tradeoff within Structured Credit as more attractive than for traditional fixed income and believe that investors can benefit from the high cash flow generated by the securities.
	Hedge Funds—Macro*	Evenweight	The strategy has historically exhibited low correlation to risk assets. This feature should benefit investors in the event of a prolonged correction when it can help provide downside protection and even positive performance. However, choppy trading conditions can limit the effectiveness of the Systematic Macro strategy when established trends abruptly reverse.
	Hedge Funds—Event Driven*	Underweight	M&A volume is down year-over-year, and we continue to believe that the strategy may be susceptible to periodic volatility stemming from macroeconomic events, central bank policies, and uncertain election outcomes. As such, higher beta, equity-oriented sub-strategies like Activist could face headwinds. We believe that there are potential catalysts that may lead to an attractive entry point for Distressed credit investing.
	Hedge Funds—Equity Hedge*	Overweight	We believe this is a stock picker's environment; however, low-net equity exposure is preferred over more directional exposure. Equity Hedge offers investors a strategy that will participate and help mitigate losses, while unlocking value and complementing traditional equity allocations.
	Private Equity* Private Debt*	Evenweight	We are most constructive on international Distressed/Special Situation strategies, particularly in Europe, where opportunities should continue to unfold. We believe that large-cap buyouts will be challenged due to high valuations, but remain constructive on small- and mid-cap buyouts.

*Alternative investments are not suitable for all investors. Any offer to purchase or sell a specific alternative investment product will be made by the product's official offering documents. Investors could lose all or a substantial amount investing in these products. Please see end of report for important definitions and disclosures.

Tactical Asset Allocation

Fixed Income Sector Strategy: Domestic Investment-Grade Securities

Sector Recommendations

Sector	Benchmark Weight	Recommended Weight	Tactical Recommendation
– U.S. Government	40%	35%	Underweight
– Credit	30%	35%	Overweight
– Securitized	30%	30%	Evenweight
Total	100%	100%	
Duration			Underweight

Source: Wells Fargo Investment Institute, 9/30/16.
See end of report for important definitions and disclosures.

Sector Recommendations

Taxable Sectors	Guidance
– Treasury Securities	Unfavorable
– Agencies	Neutral
– Inflation-Linked Fixed Income	Favorable
– Corporate Securities	Favorable
– Preferred Securities	Neutral
– Residential MBS	Neutral
– Commercial MBS	Neutral
– Asset Backed Securities	Neutral
Tax-Exempt Sectors	Guidance
– Taxable Municipal	Neutral
– State & Local General Obligation	Neutral
– Essential Service Revenue	Favorable
– Pre-Refunded	Neutral

Source: Wells Fargo Investment Institute, 9/30/16

U.S. Government (Underweight). We continue to see better opportunities in other taxable sectors but recommend that investors hold government allocations for diversification and liquidity. Government securities offer a hedge in the event of unexpected international events or an economic slowdown. Government securities are also generally the beneficiary of risk-off events in the market.

Investment-Grade Credit (Overweight). We see value in high-quality corporate debt; an overweight allocation can allow fixed-income portfolios to generate yield through exposure to these credits. We believe that high-grade corporate debt offers investors better liquidity than can be found in most other credit holdings and has the potential to outperform modestly in the coming months. Investors are still being compensated for taking credit risk, and we do not see a high probability of the economy “rolling over.” When purchasing investment-grade credit holdings, investors should consider their liquidity needs. We have a bias toward higher quality in the current market.

Total Sector Returns

Sector	1 Month	Year-to-Date	12 Months
U.S. Government	-0.1%	5.0%	4.0%
Credit	-0.3%	8.9%	8.3%
Securitized	0.3%	3.7%	3.6%
U.S. Municipal Bonds	-0.5%	4.0%	5.6%

Source: FactSet, 9/30/16

Investment-Grade Securitized (Evenweight). Yield is an important component of an investor’s sector selection, and the securitized sector offers investors income opportunities that cannot be found in other highly-rated, fixed-income securities. This sector provides diversification to a fixed-income portfolio and generally does not move in lockstep with other sectors. We believe that the imbedded prepayment call options available in the securitized sector are attractive; we would focus on the middle of the coupon stack. Yet investors should be aware that increases in interest rates could lead to an extension of duration in the sector (a security’s expected maturity lengthening due to fewer prepayments as rates rise).

Duration (Underweight). Duration positioning is critical for fixed-income investors. We recommend that investors position just short of duration benchmarks—as a result of the low-rate environment (which has generally lengthened benchmark durations) and our hesitancy to lock in current rates for a significant period of time. Conversely, investors must take care not to move too short and be left with little yield/income generation in their portfolios. Inflation expectations remain extremely low. There may be opportunities to extend duration should rates move higher from current levels.

U.S. Municipal Bonds. Yield increases in the municipal market over the past several weeks have affected short-maturity bonds more than longer-dated holdings. As a result, the yield curve has flattened. Strong demand for municipals (with 52 consecutive weeks of positive inflows) continues to provide market support. New supply has begun its typical seasonal increase, which warrants some caution; but strong demand has kept pace to date. As the election approaches, we will take note of any credible tax proposals that would affect municipals. We recommend focusing on higher-quality credits and the intermediate-to-short part of the yield curve, where we believe value and risk are best balanced.

U.S. Taxable Investment Grade Fixed Income. Given our expectation for a lower-for-longer rate environment, total-return expectations should be modest. U.S. taxable-bond yields remain attractive relative to developed-country yields abroad. We believe that downside risk should be limited by a global economy that is only improving slowly, a Fed that is moving cautiously and inflation expectations that remain below targets. Negative rates overseas continue to support foreign-investor demand. For investors looking for yield, security selection is key, as the bond market continues to differentiate credits.

For more information, please request our *Monthly Fixed Income Guidance* report.

Tactical Asset Allocation

Domestic Equity Sector Strategy

Sector Recommendations

Sector	S&P 500 Index Weight*	Recommended Weight	Tactical Recommendation
– Consumer Discretionary	12.5%	14.9%	Overweight
– Consumer Staples	9.9%	8.5%	Underweight
– Energy	7.3%	6.5%	Evenweight
– Financials	12.8%	13.4%	Evenweight
– Health Care	14.7%	17.2%	Overweight
– Industrials	9.7%	11.6%	Overweight
– Information Technology	21.2%	21.8%	Overweight
– Materials	2.9%	3.0%	Evenweight
– Real Estate	3.1%	3.1%	Evenweight
– Telecom Services	2.6%	0.0%	Underweight
– Utilities	3.3%	0.0%	Underweight
Total	100.0%	100.0%	

Sources: Bloomberg, Wells Fargo Investment Institute, 9/30/16. Weightings as of 10/3/16. *Sector weightings may not add to 100% due to rounding.

Consumer Discretionary (Overweight). In September, Consumer Discretionary slightly underperformed the S&P 500 Index, falling 0.3 percent vs. a flat performance for the S&P 500 Index. Overall, stocks hit their highs early in the month before dropping by three percent mid-month. The balance of September was spent crawling back toward the earlier highs.

Consumer Staples (Underweight). Consumer Staples was the second-worst performer in September, falling 1.5 percent. Valuations remain high relative to history, and we expect this sector to underperform in the quarters ahead. We remain underweight.

Energy (Evenweight). The Energy sector was the best performer last month, rising 3.1 percent as the price of crude oil rose. The Energy sector has been a drag on overall S&P 500 Index earnings, but we continue to expect improvement in earnings comparisons in coming quarters.

Financials (Evenweight). Financials were the worst-performing sector in September, tumbling 2.7 percent. Financials likely would respond positively to signs of accelerating economic growth and higher interest rates.

Health Care (Overweight). This sector underperformed the S&P 500 Index in September, falling 0.5 percent. Earnings growth likely will slow in coming quarters vs. the post-ACA (Affordable Care Act) surge, but we believe that relative valuations continue to look attractive at this point. We remain overweight.

Industrials (Overweight). Industrials slightly underperformed last month, posting a loss of 0.1 percent. Many still have concerns that the potential slowdown in global economic growth will weigh on this sector. Yet, we expect the global economy to stabilize in the coming year and the U.S. to post slightly better growth. It is worth noting that this sector had a 10.9 percent year-to-date (YTD) return and has outperformed the S&P 500 Index since July 2015.

Total Returns: S&P 500 Index Groups

Sector	1 Month	Year-to-Date	12 Months
Consumer Discretionary	-0.3%	3.6%	9.6%
Consumer Staples	-1.5%	7.6%	15.8%
Energy	3.1%	18.7%	19.0%
Financials	-2.7%	1.4%	7.4%
Health Care	-0.5%	1.4%	10.7%
Industrials	-0.1%	10.9%	19.7%
Information Technology	2.4%	12.5%	22.8%
Materials	-1.3%	11.4%	22.3%
Real Estate	-1.3%	8.2%	17.5%
Telecom Services	-0.9%	17.9%	26.8%
Utilities	0.4%	16.1%	17.4%
S&P 500 Index	0.0%	7.8%	15.4%

Source: FactSet, 9/30/16

Past performance is no guarantee of future results.

Information Technology (Overweight). This sector was the second-best performer in September as it posted a 2.4 percent gain. The sector returned 12.5 percent YTD. Our outlook calls for increased levels of technology business capital spending over the next 12 months. Merger and acquisition (M&A) activity also should continue at a good pace in the quarters ahead.

Materials (Evenweight). Materials underperformed in September, falling 1.3 percent. However, this sector has experienced a meaningful bounce higher this year. We see the slow-growth global economy as a headwind, but anticipated stabilization has helped this sector in 2016.

Real Estate (Evenweight). The Real Estate sector was added by Standard & Poor's as the eleventh sector last month. This sector was carved out of the existing Financials sector. It underperformed with a 1.3 percent loss.

Telecom Services (Underweight). Telecom Services also underperformed in September, falling 0.9 percent. This sector benefited from the search for yield earlier this year, but we believe that it is overvalued. We remain underweight.

Utilities (Underweight). Utilities returned 0.4 percent, but the hunt for yield has been slowly fading since mid-February. Looking ahead, we expect this sector to be an underperformer.

Growth vs. Value (Growth: Favorable, Value: Unfavorable). Growth stocks have outperformed Value stocks over the past three- and five-year periods. However, Growth underperformed Value by slightly more than two percent over the past year. While Growth valuations are higher, the Russell 1000 Growth Index delivered 1.0 percent earnings-per-share growth over the past year vs. -12.0 percent for the Russell 1000 Value Index. Over the past five years, Growth earnings have risen at a six-percent rate vs. a two-percent rate for Value. In a moderate-growth, muted-rate environment, we foresee ongoing outperformance from Growth (over Value). We believe Growth companies generally will grow revenue and earnings at rates exceeding that of the U.S. economy.

Tactical Asset Allocation

International Equity Market Strategy

Developed Market Ex.-U.S. Equities

During the second quarter of 2016, we recommended trimming Europe and adding to Pacific equity exposure, bringing both regions to neutral within our international developed-market equity allocations. This recommendation reflects sharp divergence in underlying fundamentals in the UK (a large weight in the benchmark index) vs. Europe. The UK has led Europe lower in our fundamental, technical, and market internals work. Similar measures for the Pacific region have softened over the past month, ranking slightly behind Europe—but continuing to favor neutral exposure for both regions.

Emerging Market Equities

At a broad asset-class level, we remain underweight emerging-market equities. Nonetheless, we recommend that investors seek out selective opportunities within the asset class. We also suggest that investors maintain reduced exposure to Latin American, Eastern European, Middle East and African (EMEA) equities, while being positively biased toward Emerging Asia. We believe that weak economic fundamentals—coupled with stretched equity-market valuations—are likely to contribute to a market reversal in Latin America and EMEA following this year's market rallies. Our favorable tilt toward Emerging Asia is supported by improving market and economic fundamentals, particularly in Taiwan and India.

Cross-Regional Trends

The trend of lower global interest rates continues to favor countries with relatively high external debt. These countries are concentrated in Europe. In addition, low commodity prices continue to favor commodity importers, a group that features heavy representation from Europe. The least favorable economic trends remain concentrated among commodity exporters. Most industrial and agricultural commodity prices remain below their 2014 highs, a development that is most negative for Latin America, South Africa, and Russia. This explains most of the slow economic and earnings growth—and supports our unfavorable view of those regions.

International Equity Guidance by Regions

Region	Principal Members	Regional Guidance	Benchmark Weight*
Developed Market Ex.-U.S. Equities			
Europe	Denmark, France, Germany, Great Britain, Italy, Netherlands, Spain, Sweden, Switzerland	Neutral	62%
Pacific	Australia, Hong Kong, Japan, Singapore	Neutral	38%
Total			100%
Emerging Market Equities			
Emerging Asia	China, India, Indonesia, Malaysia, Philippines, South Korea, Taiwan, Thailand	Favorable	74%
Emerging Europe, Middle East and Africa	Poland, Russia, South Africa, Turkey	Unfavorable	13%
Latin America	Brazil, Chile, Mexico	Unfavorable	13%
Total			100%

*Benchmarks are MSCI EAFE for DM and MSCI Emerging Markets for EM.
Source: Wells Fargo Investment Institute, 9/30/16

The table above provides general guidance on what to overweight or underweight for investors who want to take direct regional exposure based on our international perspectives. Following the categories in our strategic allocations, the recommendations are separated into DM and EM equities. For additional perspective, please note that our current tactical advice is to hold DMs evenweight relative to their long-term target and underweight the EM allocation. We provide additional context for this regional tactical positioning in our International Briefing reports.

Currency Hedging Guidance

The U.S. Dollar vs. Developed-Market Currencies

Market Observations

September saw significant monetary policy events in Europe, Japan, and the U.S., but currency-market responses were fairly subdued, and the dollar index (DXY) did not deviate markedly from the center of the roughly 92-100 range that has persisted for more than a year. For the DXY's principal constituents, the yen was somewhat stronger, moving back to test—but not break—the 100.00 level after the Bank of Japan's September 21 monetary policy meeting. The euro was modestly firmer, and the pound drifted back below 1.30 after failing to exceed the post-Brexit highs of 1.35 vs. the dollar.

Wells Fargo Investment Institute Perspective

We retain a neutral view on the dollar against the main DM currencies, but with the expectation of potentially wide swings higher or lower. In coming years, factors supporting dollar strength, such as the more resilient U.S. economy and its demographic strengths (relative to Europe and Japan), should persist; however, over the next year, the outlook remains more neutral. Dollar strength vs. the euro and pound may continue to be offset by weakness against a stronger yen. Traders also may be dissuaded from bidding the dollar up too aggressively by the approaching U.S. presidential election, and by the knowledge that the U.S. Treasury has expressed its displeasure with competitive devaluations among trading partners more than once this year.

Our year-end 2017 currency forecasts reflect this neutral dollar outlook, with weakness in the euro and pound offset by a modestly stronger yen. Our euro forecast range is 1.02-1.06 dollars per euro, and our yen forecast range is 95-101 yen per dollar.

Year-End 2017 Currency Targets

	September 30, 2016	Year-end 2017 Forecasts	Expected Return vs. U.S. Dollar
Dollars per euro	\$1.12	\$1.02-1.06	-7.4%
Yen per dollar	¥101.4	¥95-101	3.4%

Source: Wells Fargo Investment Institute, 9/30/16

The U.S. Dollar vs. Emerging-Market Currencies

Market Observations

Overall, EM currency indices were little changed against the dollar in September, generally ending the month modestly firmer (aggregate gains of less than one percent). The largest gainers were currencies of commodity producers, including the Colombian and Chilean peso, the Russian ruble, and the South African rand. Of the major currencies, September's worst performers were the Philippine and the Mexican peso—the first weighed down by domestic political concerns, the latter influenced by risk perceptions ahead of the U.S. presidential elections.

Wells Fargo Investment Institute Perspective

We have a neutral outlook for the dollar's value against EM currencies. Relatively higher EM bond yields may continue to attract capital flows to those currencies in 2017. Meanwhile, the Fed's caution dampens currency outflows from indebted emerging economies, such as China. Nonetheless, significant economic-growth challenges remain in emerging economies, while rising U.S. rates and range-bound oil prices should limit positive sentiment about EM currencies.

Currency Hedging

Based on our views on the direction of the dollar, we provide our currency-hedging guidance in the matrix below. For DM fixed income, although longer-term fundamentals still favor the dollar, our tactical outlook remains neutral. In line with this neutral currency view, we do not recommend hedging any portion of DM bond holdings.

For EM fixed income, the strategic benchmark consists exclusively of dollar-denominated sovereign EM bonds—so our evenweight recommendation for this debt class and our still favorable view on the dollar vs. EM local currencies suggest that hedging is unnecessary.

Hedging Matrix

Asset Class	Strategic Benchmark	Currency Advice
Developed Market Ex-U.S. Fixed Income	Local currency	No hedge
Developed Market Ex-U.S. Equities	Local currency	No hedge
Emerging Market Fixed Income	U.S. dollar	No hedge
Emerging Market Equities	Local currency	No hedge

Source: Wells Fargo Investment Institute, 9/30/16

The table above provides guidance for investors who want and are able to hedge against currency losses, or to take advantage of the dollar's move in either direction. Please note that implementation may vary according to the hedging instruments available to investors.

We do not favor hedging of currency risk for equities at this time. The hurdle to hedging currency risk is higher for equities than for bonds because, in equity markets, currency movements have had a smaller influence on total return than for fixed income. Further, the cost and complexity of currency hedging for equities may be greater. It is important to consider that many actively-managed mutual funds already may incorporate an element of currency hedging. In addition, the cost of hedging against losses from EM currencies is far higher than for those of DMs, and the availability of efficient hedging instruments is more limited.

Alternative Investment Strategies Outlook

Our Quantitative Outlook is based on a collection of multi-market factors that we believe to be important drivers of performance for the hedge fund strategies shown. The direction and persistency of trends within these factors determine our quantitative outlook. Our Qualitative Outlook integrates top-down and bottom-up views on the opportunity set for each strategy, adding observations from portfolio managers including changes in portfolio composition, exposure, and leverage. The Quantitative and Qualitative Outlooks are combined to produce our Overall Outlook.

Highest-Conviction Strategies

Long/Short Credit
Structured Credit
Discretionary Macro
Directional/Low Net Equity Hedge
Private Debt

Alternative Investment Strategies Outlook*

Hedge Fund Strategies	HFRI YTD Performance (Through 9/30/16)	2016 Outlook			Change in Outlook Since Prior Month
		Quantitative Outlook	Qualitative Outlook	Overall Outlook	
Relative Value	5.8%	Favorable	Favorable	Overweight	No Change
Arbitrage	7.2%	Favorable	Neutral	Evenweight	No Change
Long/Short Credit	8.5%	Favorable	Favorable	Overweight	No Change
Structured Credit/Asset-Backed	3.3%	Favorable	Neutral	Overweight	No Change
Macro	1.8%	Neutral	Neutral	Evenweight	No Change
Systematic	1.3%	Neutral	Neutral	Evenweight	No Change
Discretionary	-0.9%	Neutral	Favorable	Overweight	No Change
Event Driven	6.7%	Neutral	Unfavorable	Underweight	No Change
Activist	4.5%	Neutral	Unfavorable	Underweight	No Change
Distressed Credit	9.5%	Favorable	Neutral	Evenweight	No Change
Merger Arbitrage	2.1%	Neutral	Neutral	Evenweight	No Change
Equity Hedge	4.2%	Neutral	Favorable	Overweight	No Change
Directional	3.7%	Neutral	Favorable	Overweight	No Change
Equity Market Neutral	1.1%	Neutral	Neutral	Evenweight	No Change

*Alternative investments are not suitable for all investors. Any offer to purchase or sell a specific alternative investment product will be made by the product's official offering documents. Investors could lose all or a substantial amount investing in these products. Please see end of report for important definitions and disclosures.

Notes on performance numbers

Hedge Fund Research, Inc. (HFR) maintains two sets of indices to report hedge fund performance. This report generally uses the HFRI series, which covers a select subset of the manager universe.

Relative Value strategy performance is represented by the HFRI Relative Value Arbitrage Index. Arbitrage strategy performance is represented by the HFRI Relative Value: Fixed Income—Sovereign Index. Long/short credit strategy performance is represented by the HFRI Relative Value: Fixed Income—Corporate Index. Structured Credit/Asset Backed strategy performance is represented by the HFRI Relative Value: Fixed Income—Asset Backed Index.

Macro strategy performance is represented by the HFRI Macro/CTA Index. Systematic strategy performance is represented by the HFRI Macro: Systematic Diversified CTA Index. Discretionary strategy performance is represented by the HFRI Macro: Discretionary Thematic Index.

Event Driven strategy performance is represented by the HFRI Event Driven Index. Activist strategy performance is represented by the HFRI Event Driven: Activist Index. Distressed Credit strategy performance is represented by the HFRI Event Driven: Distressed Restructuring Index. Merger Arbitrage strategy performance is represented by the HFRI Event Driven: Merger Arbitrage Index.

Equity Hedge strategy performance is represented by the HFRI Equity Hedge Index. Directional Equity strategy performance is represented by the HFRX Equity Hedge: Multi-Strategy Index. Equity-Market Neutral strategy performance is represented by the HFRI Equity Hedge: Equity Market Neutral Index.

Disclosures

Risk Considerations

Past performance does not indicate future results. The value or income associated with a security or an investment may fluctuate. There is always the potential for loss as well as gain. Investments discussed in this report may be unsuitable for some investors depending on their specific investment objectives and financial position.

Asset allocation and diversification are investment methods used to manage risk. They do not assure or guarantee better performance and cannot eliminate the risk of investment losses. Your individual allocation may be different than the strategic long-term allocation above due to your unique individual circumstances, but is targeted to be in the allocation ranges detailed. The asset allocation reflected above may fluctuate based on asset values, portfolio decisions, and account needs.

Investing in **commodities** is not suitable for all investors. Exposure to the commodities markets may subject an investment to greater share price volatility than an investment in traditional equity or debt securities. Investments in commodities may be affected by changes in overall market movements, commodity index volatility, changes in interest rates or factors affecting a particular industry or commodity. Products that invest in commodities may employ more complex strategies which may expose investors to additional risks.

Convertible securities are subject to the same interest rate, price and credit risks as regular debt securities. Prices tend to be inversely affected by changes in interest rates. In addition, a convertible security is also subject to the risks associated with common stocks. The return and principal value of stocks fluctuate with changes in market conditions.

Alternative investments, such as hedge funds and private capital funds, carry specific investor qualifications and involve the risk of investment loss, including the loss of the entire amount invested. While investors may potentially benefit from the ability of alternative investments to potentially improve the risk-reward profiles of their portfolios, the investments themselves can carry significant risks. Government regulation and monitoring of these types of investments may be minimal or nonexistent. There may be no secondary market for alternative investment interests and transferability may be limited or even prohibited.

The use of alternative investment strategies, such as Equity Hedge, Event Driven, Macro and Relative Value, are speculative and involve a high degree of risk. These strategies may expose investors to risks such as short selling, leverage risk, counterparty risk, liquidity risk, volatility risk, the use of derivatives and other significant risks. Distressed credit strategies invest in, and might sell short, the securities of companies where the security's price has been, or is expected to be, affected by a distressed situation. This may involve reorganizations, bankruptcies, distressed sales, and other corporate restructurings. Investing in distressed companies is speculative and involves a high degree of risk. Because of their distressed situation, these securities may be illiquid, have low trading volumes, and be subject to substantial interest rate and credit risks. Structured credit strategies aim to generate returns via positions in the credit sensitive area of the fixed income markets. The strategy generally involves the purchase of corporate bonds with hedging of interest rate exposure. The use of alternative investment strategies may require a manager's skill in assessing corporate events, the anticipation of future movements in securities prices, interest rates, or other economic factors. No assurance can be given that a manager's view of the economy will be correct which may result in lower investment returns or higher return volatility.

Privately offered **real estate** funds are speculative and involve a high degree of risk. Investments in real estate and real estate investments trusts have special risks, including the possible illiquidity of the underlying properties, credit risk, interest rate fluctuations, and the impact of varied economic conditions. There can be no assurance a secondary market will exist and there may be restrictions on transferring interests.

Investments in **fixed-income securities** are subject to interest rate and credit risks. Bond prices fluctuate inversely to changes in interest rates. Therefore, a general rise in interest rates can result in the decline in the bond's price. Credit risk is the risk that an issuer will default on payments of interest and principal. High yield fixed income securities are considered speculative, involve greater risk of default, and tend to be more volatile than investment grade fixed income securities. Municipal bonds offer interest payments exempt from federal taxes, and potentially state and local income taxes. They are subject to credit risk and potentially the Alternative Minimum Tax (AMT). Quality varies widely depending on the specific issuer. All fixed income investments may be worth less than their original cost upon redemption or maturity.

Mortgage-related and asset-backed securities are subject to prepayment risks. Changes in prepayments may significantly affect yield, average life and expected maturity.

Currency hedging is a technique used to seek to reduce the risk arising from the change in price of one currency against another. The use of hedging to manage currency exchange rate movements may not be successful and could produce disproportionate gains or losses in a portfolio and may increase volatility and costs.

Investing in **foreign securities** presents certain risks that may not be present in domestic securities. For example, investments in foreign, emerging and frontier markets present special risks, including currency fluctuation, the potential for diplomatic and potential instability, regulatory and liquidity risks, foreign taxation and differences in auditing and other financial standards.

Master Limited Partnerships (MLPs) involves certain risks which differ from an investment in the securities of a corporation. MLPs may be sensitive to price changes in oil, natural gas, etc., regulatory risk, and rising interest rates. A change in the current tax law regarding MLPs could result in the MLP being treated as a corporation for federal income tax purposes which would reduce the amount of cash flows distributed by the MLP. Other risks include the volatility associated with the use of leverage; volatility of the commodities markets; market risks; supply and demand; natural and man-made catastrophes; competition; liquidity; market price discount from Net Asset Value and other material risks.

There are special risks associated with investing in **preferred securities**. Preferred securities are subject to interest rate and credit risks and are generally subordinated to bonds or other debt instruments in an issuer's capital structure, subjecting them to a greater risk of non-payment than more senior securities. In addition, the issue may be callable which may negatively impact the return of the security. Preferred dividends are not guaranteed and are subject to deferral or elimination.

Private debt has speculative characteristics that include potential default, limited liquidity and the infrequent availability of independent credit ratings for private companies.

There are risks associated with investments in **private companies**. Such companies are not subject to SEC reporting requirements and are not required to maintain effective internal controls over financial reporting. These companies may have limited financial resources; shorter operating histories; more asset concentration risk; narrower product lines and smaller market shares than larger companies. In addition, securities issued by private companies are typically illiquid and there may be no readily available trading market for such securities.

Investing in **real estate** involves special risks, including the possible illiquidity of the underlying property, credit risk, interest rate fluctuations and the impact of varied economic conditions.

The prices of **small and mid-size company** stocks are generally more volatile than large company stocks. They often involve higher risks because smaller companies may lack the management expertise, financial resources, product diversification and competitive strengths to endure adverse economic conditions.

Technology and internet-related stocks, especially of smaller, less-seasoned companies, tend to be more volatile than the overall market.

Treasury Inflation-Protected Securities (TIPS) are subject to interest rate risk, especially when real interest rates rise. This may cause the underlying value of the bond to fluctuate more than other fixed income securities. TIPS have special tax consequences, generating phantom income on the "inflation compensation" component of the principal. A holder of TIPS may be required to report this income annually although no income related to "inflation compensation" is received until maturity.

There is no assurance that any of the target prices or other forward-looking statements mentioned will be attained.

Index and Other Definitions

An index is unmanaged and not available for direct investment

Inflation is the change in the **Consumer Price Index (CPI)**. The CPI measures the price of a fixed basket of goods and services purchased by an average consumer.

Core inflation is the change in the **core Consumer Price Index (CPI)**. The core CPI measures the price of a fixed basket of goods and services—excluding the volatile food and energy components—purchased by an average consumer.

Conference Board's Leading Economic Index (LEI) is a composite average of ten leading indicators in the US. It one of the key elements in the Conference Board's analytic system, which is designed to signal peaks and troughs in the business cycle.

Consumer Confidence Index measures consumer confidence, which is defined as the degree of optimism on the state of the economy that consumers are expressing through their activities of savings and spending.

Disclosures (continued)

Markit Manufacturing Purchasing Managers Index (PMI) tracks manufacturing and service sector activity in the Eurozone. An Index value over 50 indicates expansion; below 50 indicates contraction. The values for the index can be between 0 and 100.

The **Producer Price Index (PPI)** program measures the average change over time in the selling prices received by domestic producers for their output.

The **Chicago Board Options Exchange Volatility Index (VIX)** is an index designed to track market volatility as an independent entity. The index is calculated based on option activity and is used as an indicator of investor sentiment, with high values implying pessimism and low values implying optimism.

The **Institute of Supply Management (ISM) Purchasing Manager's Index** gauges internal demand for raw materials/goods that go into end-production. An Index value over 50 indicates expansion; below 50 indicates contraction. The values for the index can be between 0 and 100.

The **US Dollar Index (USDX, DXY)** is an index (or measure) of the value of the United States dollar relative to a basket of foreign currencies, often referred to as a basket of U.S. trade partners' currencies.

The **Institute of Supply Management (ISM) Non-manufacturing Index (ISM Services Survey)** measures the rate and direction of change in activity in the nonmanufacturing industries. An index with a score over 50 indicates that the industry is expanding, and a score below 50 shows a contraction. The values for the index can be between 0 and 100.

Real economic growth is the change in the gross domestic product (GDP) adjusted for inflation—that is, the volume of services and goods produced in the United States.

West Texas Intermediate Crude Oil is a light, sweet (i.e., low sulfur) crude oil which is the main type of U.S. crude oil traded in U.S. futures markets.

Brent Crude Oil is a light, sweet crude oil extracted from the North Sea. It serves as a major benchmark price for purchases of oil worldwide.

Bond credit rating. A grade given to bonds that indicates their credit quality. Private independent rating services such as Standard & Poor's, Moody's and Fitch provide these evaluations of a bond issuer's financial strength, or its ability to pay a bond's principal and interest in a timely fashion. The general meaning of these credit rating opinions are as follows:

A—Strong capacity to meet financial commitments, but somewhat susceptible to adverse economic conditions and changes in circumstances.

Fixed Income Representative Indices

U.S. Taxable Investment Grade Fixed Income. Bloomberg Barclays US Aggregate Bond Index is an index composed of the Government Bond Index, the Asset-Backed Securities Index and the Mortgage-Backed Securities Index and includes U.S. Treasury issues, agency issues, corporate bond issues and mortgage-backed issues.

Short Term Taxable Fixed Income. Bloomberg Barclays U.S. Aggregate 1-3 Year Bond Index is unmanaged and is composed of the Bloomberg Barclays U.S. Government/Credit Index and the Bloomberg Barclays U.S. Mortgage-Backed Securities Index, and includes Treasury issues, agency issues, corporate bond issues, and mortgage-backed securities with maturities of 1-3 years.

Intermediate Term Taxable Fixed Income. Bloomberg Barclays U.S. Aggregate 5-7 Year Bond Index is unmanaged and is composed of the Bloomberg Barclays U.S. Government/Credit Index and the Bloomberg Barclays U.S. Mortgage-Backed Securities Index, and includes Treasury issues, agency issues, corporate bond issues, and mortgage-backed securities with maturities of 5-7 years.

Long Term Taxable Fixed Income. Bloomberg Barclays U.S. Aggregate 10+ Year Bond Index is unmanaged and is composed of the Bloomberg Barclays U.S. Government/Credit Index and the Bloomberg Barclays U.S. Mortgage-Backed Securities Index, and includes Treasury issues, agency issues, corporate bond issues, and mortgage-backed securities with maturities of 10 years or more.

Cash Alternatives/Treasury Bills. Bloomberg Barclays U.S. Treasury Bills (1-3M) Index is representative of money markets.

U.S. Treasury. Bloomberg Barclays US Treasury Index includes public obligations of the U.S. Treasury with a remaining maturity of one year or more.

U.S. Corporate. Bloomberg Barclays US Corporate Index includes publicly issued U.S. corporate and Yankee debentures and secured notes that meet specified maturity, liquidity, and quality requirements.

U.S. MBS. Bloomberg Barclays US Mortgage Backed Securities (MBS) Index includes mortgage-backed pass-through securities of Ginnie Mae (GNMA), Fannie Mae (FNMA), and Freddie Mac (FHLMC).

U.S. Agency. Bloomberg Barclays US Agency Index measures the performance of the agency sector of the U.S. government bond market and is comprised of investment-grade native-currency U.S. dollar-denominated debentures issued by government and government-related agencies, including FNMA.

U.S. Municipal Bond. Bloomberg Barclays US Municipal Index represents municipal bonds with a minimum credit rating of at least Baa, an outstanding par value of at least \$3 million and a remaining maturity of at least one year. The index excludes taxable municipal bonds, bonds with floating rates, derivatives and certificates of participation.

U.S. TIPS. Bloomberg Barclays US TIPS Index represents Inflation-Protection securities issued by the U.S. Treasury.

U.S. Government. Bloomberg Barclays US Government Bond Index includes U.S.-dollar-denominated, fixed-rate, nominal U.S. Treasury securities and U.S. agency debentures.

Credit. Bloomberg Barclays US Credit Index includes investment-grade, U.S.-dollar-denominated, fixed-rate, taxable corporate- and government-related bonds.

Securitized. Bloomberg Barclays US Mortgage Backed Securities (MBS) Index includes agency mortgage backed pass-through securities (both fixed-rate and hybrid ARM) guaranteed by Ginnie Mae (GNMA), Fannie Mae (FNMA), and Freddie Mac (FHLMC).

High Yield Taxable Fixed Income. Bloomberg Barclays US Corporate High-Yield Index covers the universe of fixed-rate, non-investment-grade debt.

Developed Market Ex-U.S. Fixed Income (Unhedged). J.P. Morgan GBI Global ex-US Index (Unhedged) in USD is an unmanaged index market representative of the total return performance in U.S. dollars on an unhedged basis of major non-U.S. bond markets.

Developed Market Ex-U.S. Fixed Income (Hedged). J.P. Morgan Non-U.S. Global Government Bond Index (Hedged) is an unmanaged market index representative of the total return performance, on a hedged basis, of major non-U.S. bond markets. It is calculated in U.S. dollars.

Emerging Market Fixed Income (U.S. Dollar). J.P. Morgan Emerging Markets Bond Index (EMBI Global) currently covers 27 emerging market countries. Included in the EMBI Global are U.S.-dollar-denominated Brady bonds, Eurobonds, traded loans, and local market debt instruments issued by sovereign and quasi-sovereign entities.

Emerging Market Fixed Income (Local Currency). J.P. Morgan Government Bond Index-Emerging Markets Global (USD Unhedged) is a comprehensive global local emerging markets index, and consists of regularly traded, liquid fixed-rate, domestic currency government bonds.

Equity Representative Indices

U.S. Large Cap Equities. S&P 500 Index is a capitalization-weighted index calculated on a total return basis with dividends reinvested. The index includes 500 widely held U.S. market industrial, utility, transportation and financial companies.

U.S. Large Cap Equities (Growth). Russell 1000 Growth Index measures the performance of the large-cap growth segment of the U.S. equity universe. It includes those Russell 1000 companies with higher price-to-book ratios and higher forecasted growth values.

U.S. Large Cap Equities (Value). Russell 1000 Value Index measures the performance of the large-cap value segment of the U.S. equity universe. It includes those Russell 1000 companies with lower price-to-book ratios and lower expected growth values.

U.S. Mid Cap Equities. Russell Midcap Index measures the performance of the mid-cap segment of the U.S. equity universe. The Russell Midcap Index is a subset of the Russell 1000® Index. It includes approximately 800 of the smallest securities based on a combination of their market cap and current index membership. The Russell Midcap Index represents approximately 27 percent of the total market capitalization of the Russell 1000 companies.

U.S. Mid Cap Equities (Growth). Russell Midcap Growth Index measures the performance of the mid-cap growth segment of the U.S. equity universe. It includes those Russell Midcap Index companies with higher price-to-book ratios and higher forecasted growth values.

U.S. Mid Cap Equities (Value). Russell Midcap Value Index measures the performance of the mid-cap value segment of the U.S. equity universe. It includes those Russell Midcap Index companies with lower price-to-book ratios and lower forecasted growth values.

U.S. Small Cap Equities. Russell 2000 Index measures the performance of the small-cap segment of the U.S. equity universe. The Russell 2000 Index is a subset of the Russell 3000® Index representing approximately 8 percent of the total market capitalization of that index. It includes approximately 2,000 of the smallest securities based on a combination of their market cap and current index membership.

Disclosures (continued)

U.S. Small Cap Equities (Growth). **Russell 2000 Growth Index** measures the performance of the small-cap growth segment of the U.S. equity universe. It includes those Russell 2000 companies with higher price-to-value ratios and higher forecasted growth values.

U.S. Small Cap Equities (Value). **Russell 2000 Value Index** measures the performance of the small-cap value segment of the U.S. equity universe. It includes those Russell 2000 companies with lower price-to-book ratios and lower forecasted growth values.

Developed Market Ex-U.S. Equities (U.S. Dollar)/(Local). **MSCI EAFE Developed Market Index** (Europe, Australasia, Far East) is a free float-adjusted market capitalization index that is designed to measure developed market equity performance, excluding the U.S. and Canada. It is unmanaged and unavailable for investment. Statistics are shown in U.S. dollars and local currency.

Emerging Market Equities (U.S. Dollar)/(Local). **MSCI Emerging Markets Index** is a free float-adjusted market capitalization index that is designed to measure equity market performance of emerging markets.

Frontier Market Equities (U.S. Dollar/Local). **MSCI Frontier Markets Index** is a free-float-adjusted market-capitalization index that is designed to measure equity performance of the world's least-developed capital markets. Statistics are shown in U.S. dollars and local currency.

Real Assets Representative Indices

Public Real Estate **FTSE EPRA/NAREIT Developed Index** is designed to track the performance of listed real-estate companies and REITs in developed countries worldwide.

Domestic REITs. **FTSE NAREIT US All Equity REITs Index** is designed to track the performance of REITs representing equity interests in (as opposed to mortgages on) properties. It represents all tax-qualified REITs with more than 50 percent of total assets in qualifying real estate assets, other than mortgages secured by real property that also meet minimum size and liquidity criteria.

International REITs. **FTSE EPRA/NAREIT Developed ex US Index** is designed to track the performance of listed real estate companies in developed countries worldwide other than the United States.

MLPs. **Alerian MLP Index** is a composite of the 50 most prominent energy Master Limited Partnerships (MLPs) that provides investors with an unbiased, comprehensive benchmark for this emerging asset class. The index, which is calculated using a float-adjusted, capitalization-weighted methodology, is disseminated real-time on a price-return basis and on a total-return basis.

Commodities (S&P GSCI). **S&P Goldman Sachs Commodity Index** is a trade-weighted index of commodity sector returns representing unleveraged, long-only investment in commodity futures that is broadly diversified across the spectrum of commodities. The index includes futures contracts on 24 physical commodities, of which Energy represents nearly 70 percent.

Commodities (BCOM). **Bloomberg Commodity Index** represents futures contracts on 19 physical commodities. No related group of commodities (e.g., energy, precious metals, livestock and grains) may constitute more than 33 percent of the index as of the annual reweightings of the components. No single commodity may constitute less than 2 percent of the index.

Commodities (RICI). **The Rogers International Commodity Index** is a U.S. dollar based index representing the value of a basket of commodities consumed in the global economy. Representing futures contracts on 37 physical commodities, it is designed to track prices of raw materials not just in the U.S. but around the world.

Alternative Investments Representative Indices

Global Hedge Funds. **HFRI Fund Weighted Composite Index.** A global, equal-weighted index of over 2,000 single-manager funds that report to HFR Database. Constituent funds report monthly net-of-all-fees performance in U.S. Dollars and have a minimum of \$50 Million under management or a 12-month track record of active performance. The HFRI Fund Weighted Composite Index does not include Funds of Hedge Funds.

Relative Value Arbitrage. **HFRI Relative Value (Total) Index.** Strategy is predicated on realization of a valuation discrepancy in the relationship between multiple securities. Managers employ a variety of fundamental and quantitative techniques to establish investment theses, and security types range broadly across equity, fixed income, derivative or other security types. Fixed income strategies are typically quantitatively driven to measure the existing relationship between instruments and, in some cases, identify attractive positions in which the risk adjusted spread between these instruments represents an attractive opportunity for the investment manager. RV position may be involved in corporate transactions also, but as opposed to ED exposures, the investment thesis is predicated on realization of a pricing discrepancy between related securities, as opposed to the outcome of the corporate transaction.

Arbitrage. **HFRI RV: Fixed Income Sovereign Index.** Includes strategies predicated on realization of a spread between related instruments in which one or multiple components of the spread is a sovereign fixed income instrument. Strategies employ an investment process designed to isolate attractive opportunities between a variety of fixed income instruments, typically realizing an attractive spread between multiple sovereign bonds or between a corporate and risk free government bond. Fixed Income Sovereign typically employ multiple investment processes including both quantitative and fundamental discretionary approaches and relative to other Relative Value Arbitrage sub-strategies, these have the most significant top-down macro influences, relative to the more idiosyncratic fundamental approaches employed.

Long/Short Credit. **HFRI RV: Fixed Income—Corporate Index.** Includes strategies predicated on realization of a spread between related instruments in which one or multiple components of the spread is a corporate fixed-income instrument. Strategies are designed to isolate attractive opportunities between a variety of fixed income instruments, typically realizing an attractive spread between multiple corporate bonds or between a corporate and risk free government bond. They typically involve arbitrage positions with little or no net credit market exposure, but are predicated on specific, anticipated idiosyncratic developments.

Structured Credit/Asset Backed. **HFRI RV: Fixed Income—Asset Backed Index.** Includes strategies predicated on realization of a spread between related instruments in which one or multiple components of the spread is a fixed-income instrument backed by physical collateral or other financial obligations (loans, credit cards) other than those of a specific corporation. Strategies are designed to isolate attractive opportunities between a variety of fixed income instruments specifically securitized by collateral commitments, which frequently include loans, pools and portfolios of loans, receivables, real estate, machinery or other tangible financial commitments. Investment thesis may be predicated on an attractive spread given the nature and quality of the collateral, the liquidity characteristics of the underlying instruments and on issuance and trends in collateralized fixed-income instruments, broadly speaking. In many cases, investment managers hedge, limit, or offset interest-rate exposure in the interest of isolating the risk of the position to strictly the disparity between the yield of the instrument and that of the lower-risk instruments.

Macro. **HFRI Macro (Total) Index.** Encompass a broad range of strategies predicated on movements in underlying economic variables and the impact these have on equity, fixed income, hard-currency, and commodity markets. Managers employ a variety of techniques, both discretionary and systematic analysis, combinations of top-down and bottom-up theses, quantitative and fundamental approaches and long- and short-term holding periods. Although some strategies employ RV techniques, Macro strategies are distinct from RV strategies in that the primary investment thesis is predicated on predicted or future movements in the underlying instruments rather than on realization of a valuation discrepancy between securities. In a similar way, while both Macro and equity hedge managers may hold equity securities, the overriding investment thesis is predicated on the impact movements in underlying macroeconomic variables may have on security prices, as opposed to EH, in which the fundamental characteristics on the company are the most significant are integral to investment thesis.

Systematic Macro. **HFRI Macro: Systematic Diversified Index.** Diversified strategies employing mathematical, algorithmic and technical models, with little or no influence of individuals over the portfolio positioning. Strategies are designed to identify opportunities in markets exhibiting trending or momentum characteristics across individual instruments or asset classes. Strategies typically employ quantitative processes which focus on statistically robust or technical patterns in the return series of the asset, and they typically focus on highly liquid instruments and maintain shorter holding periods than either discretionary or mean-reverting strategies. Although some strategies seek to employ counter-trend models, strategies benefit most from an environment characterized by persistent, discernible trending behavior. Typically have no greater than 35 percent of portfolio in either dedicated currency or commodity exposures over a given market cycle.

Discretionary Macro. **HFRI Macro: Discretionary Thematic Index.** Strategies primarily rely on the evaluation of market data, relationships and influences, as interpreted by individuals who make decisions on portfolio positions; strategies employ an investment process most heavily influenced by top-down analysis of macroeconomic variables. Investment Managers may trade actively in developed and emerging markets, focusing on both absolute and relative levels on equity markets, interest rates/fixed income markets, currency and commodity markets; they frequently employ spread trades to isolate a differential between instrument identified by the Investment Manager as being inconsistent with expected value. Portfolio positions typically are predicated on the evolution of investment themes the Manager expects to develop over a relevant time frame, which in many cases contain contrarian or volatility-focused components.

Disclosures (continued)

Event Driven. HFRI Event Driven (Total) Index. Maintains positions in companies currently or prospectively involved in corporate transactions of a wide variety including mergers, restructurings, financial distress, tender offers, shareholder buybacks, debt exchanges, security issuance or other capital structure adjustments. Security types can range from most senior in the capital structure to most junior or subordinated and frequently involve additional derivative securities. Exposure includes a combination of sensitivities to equity markets, credit markets and idiosyncratic, company-specific developments. Investment theses are typically predicated on fundamental (as opposed to quantitative) characteristics, with the realization of the thesis predicated on a specific development exogenous to the existing capital structure.

Activist. HFRI ED: Activist Index. Strategies may obtain or attempt to obtain representation on the company's board of directors in an effort to impact the firm's policies or strategic direction and in some cases may advocate activities such as division or asset sales, partial or complete corporate divestiture, dividends or share buybacks, and changes in management. Strategies employ an investment process primarily focused on opportunities in equity and equity-related instruments of companies that are currently or prospectively engaged in a corporate transaction, security issuance/repurchase, asset sales, division spin-off or other catalyst-oriented situation. These involve both announced transactions and situations in which no formal announcement is expected to occur. Activist strategies would expect to have greater than 50 percent of the portfolio in activist positions, as described.

Distressed Credit. HFRI ED: Distressed/Restructuring Index. Strategies focus on corporate fixed-income instruments, primarily corporate credit instruments of companies trading at significant discounts to their value at issuance or obliged (par value) at maturity as a result of either formal bankruptcy proceedings or financial-market perception of near-term proceedings. Managers are typically actively involved with the management of these companies; they are frequently involved on creditors' committees in negotiating the exchange of securities for alternative obligations, either swaps of debt, equity or hybrid securities. Managers employ fundamental credit processes focused on valuation and asset coverage of securities of distressed firms; in most cases portfolio exposures are concentrated in instruments that are publicly traded, in some cases actively and in others under reduced liquidity but in general for which a reasonable public market exists. Strategies employ primarily debt (greater than 60 percent) but also may maintain related equity exposure.

Merger Arbitrage. HFRI ED: Merger Arbitrage Index. Strategies primarily focus on opportunities in equity and equity-related instruments of companies that are currently engaged in a corporate transaction. Merger Arbitrage involves primarily announced transactions, typically with limited or no exposure to situations in which no formal announcement is expected to occur. Opportunities are frequently presented in cross-border, collared, and international transactions that incorporate multiple geographic regulatory institutions, typically with minimal exposure to corporate credits. Strategies typically have over 75 percent of positions in announced transactions over a given market cycle.

Equity Hedge. HFRI Equity Hedge (Total) Index. Equity Hedge: Investment Managers who maintain positions both long and short in primarily equity and equity derivative securities. A wide variety of investment processes can be employed to arrive at an investment decision, including both quantitative and fundamental techniques; strategies can be broadly diversified or narrowly focused on specific sectors and can range broadly in terms of levels of net exposure, leverage employed, holding period, concentrations of market capitalizations and valuation ranges of typical portfolios. EH managers would typically maintain at least 50 percent exposure to, and may in some cases be entirely invested in, equities, both long and short.

Directional Equity. HFRX EH: Multi-Strategy Index. Managers maintain positions both long and short in primarily equity and equity-derivative securities. A wide variety of investment processes can be employed to arrive at an investment decision, including both quantitative and fundamental techniques; strategies can be broadly diversified or narrowly focused on specific sectors and can range broadly in terms of levels of net exposure, leverage, holding period, concentrations of market capitalizations, and valuation ranges of typical portfolios. Managers typically do not maintain more than 50 percent exposure to any one Equity Hedge sub-strategy.

Equity Market Neutral. HFRI EH: Equity Market Neutral Index. Strategies employ sophisticated quantitative techniques to analyze price data to ascertain information about future price movement and relationships between securities. These can include both Factor-based and Statistical Arbitrage/Trading strategies. Factor-based investment strategies include strategies predicated on the systematic analysis of common relationships between securities. In many cases, portfolios are constructed to be neutral to one or multiple variables, such as broader equity markets in dollar or beta terms, and leverage is frequently employed to enhance the return profile of the positions identified. Statistical Arbitrage/Trading strategies consist of strategies predicated on exploiting pricing anomalies which may occur as a function of expected mean reversion inherent in security prices; high-frequency techniques may be employed; trading strategies may also be based on technical analysis or designed opportunistically to exploit new information that the investment manager believes has not been fully, completely, or accurately discounted into current security prices. Strategies typically maintain characteristic net equity market exposure no greater than 10 percent long or short.

Note: While the HFRI Indices are frequently used, they have limitations (some of which are typical of other widely used indices). These limitations include survivorship bias (the returns of the indices may not be representative of all the hedge funds in the universe because of the tendency of lower performing funds to leave the index); heterogeneity (not all hedge funds are alike or comparable to one another, and the index may not accurately reflect the performance of a described style); and limited data (many hedge funds do not report to indices, and, therefore, the index may omit funds, the inclusion of which might significantly affect the performance shown). The HFRI Indices are based on information hedge fund managers decide on their own, at any time, whether or not they want to provide, or continue to provide, information to HFR Asset Management, LLC. Results for funds that go out of business are included in the index until the date that they cease operations. Therefore, these indices may not be complete or accurate representations of the hedge fund universe, and may be biased in several ways. Returns of the underlying hedge funds are net of fees and are denominated in USD.

General Disclosures

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Wells Fargo Investment Review

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AGG460640 IAIA TR - AGY

Asset Style Performance 2

Fiscal Year End: 12/31

FOR THE PERIOD ENDING: SEPTEMBER 30, 2016

TOTAL PORTFOLIO PERFORMANCE WITH BENCHMARKS (CONSOLIDATED) - REPORT PERIOD: 8/1/14 TO 9/30/16
AGG460640 IAIA TR - AGY
PERFORMANCE SUMMARY

	LAST MONTH	LAST 3 MONTHS	YEAR TO DATE	LAST 12 MONTHS	SINCE INCEPTION ¹
TOTAL PORTFOLIO (Net of fees)²	0.29%	3.63%	5.51%	8.47%	-0.02%
<i>Bal Apprec Wealth Blend-Total</i>	0.43%	4.10%	8.74%	11.52%	2.51%
<i>BBG BARC Aggregate Bond Index</i>	-0.06%	0.46%	5.80%	5.19%	3.94%
<i>BBG BARC 1-15 Yr Muni Blend (1-17)</i>	-0.36%	-0.19%	3.18%	4.34%	3.64%
<i>BBG BARC High Yield Corporate Index</i>	0.67%	5.55%	15.11%	12.73%	3.74%
<i>BBG BARC High Yield Municipal Index</i>	0.27%	1.29%	9.37%	11.32%	7.58%
<i>JP Morgan GBI x US</i>	0.97%	0.46%	14.49%	13.00%	0.62%
<i>JP Morgan EMBI Global Index</i>	0.34%	3.73%	15.04%	16.82%	5.59%
<i>Standard & Poor's 500 Stock Index</i>	0.02%	3.85%	7.82%	15.39%	7.77%
<i>Russell Midcap Index</i>	0.20%	4.52%	10.26%	14.25%	6.87%
<i>Russell 2000 Index</i>	1.11%	9.05%	11.46%	15.47%	6.78%
<i>MSCI EAFE Net Index</i>	1.23%	6.43%	1.73%	6.52%	-3.10%
<i>MSCI Emerging Mkts Index-Net</i>	1.29%	9.03%	16.02%	16.78%	-5.12%
<i>MSCI Frontier Markets NR Index</i>	2.56%	2.65%	2.16%	0.91%	-11.71%
<i>FTSE EPRA/NAREIT Developed Index</i>	-0.90%	1.45%	10.97%	15.85%	6.34%
<i>Bloomberg Commodity Total Return Index</i>	3.13%	-3.86%	8.87%	-2.58%	-16.93%
<i>HFRI Fund Weighted Composite Index (updated)</i>	0.62%	2.95%	4.18%	4.92%	1.59%
<i>HFRI Relative Value (Total) Index (updated)</i>	0.93%	3.06%	5.80%	5.54%	2.17%
<i>HFRI Macro (Total) Index (updated)</i>	-0.26%	-1.07%	1.74%	1.59%	2.47%
<i>HFRI Event-Driven (Total) Index (updated)</i>	0.66%	4.43%	6.71%	6.30%	0.16%
<i>HFRI Equity Hedge (Total) Index (updated)</i>	1.05%	4.99%	4.53%	6.35%	1.40%
<i>Lipper Money Market Index</i>	0.01%	0.03%	0.06%	0.07%	0.04%

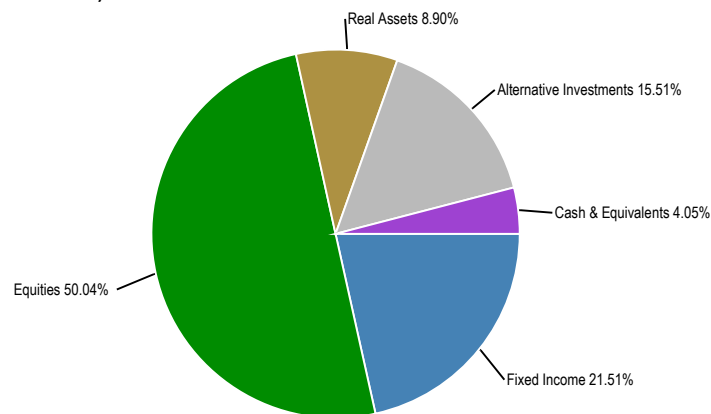
¹ Annualized Return

² Starting September 2014, management fees have been incorporated into performance calculations.

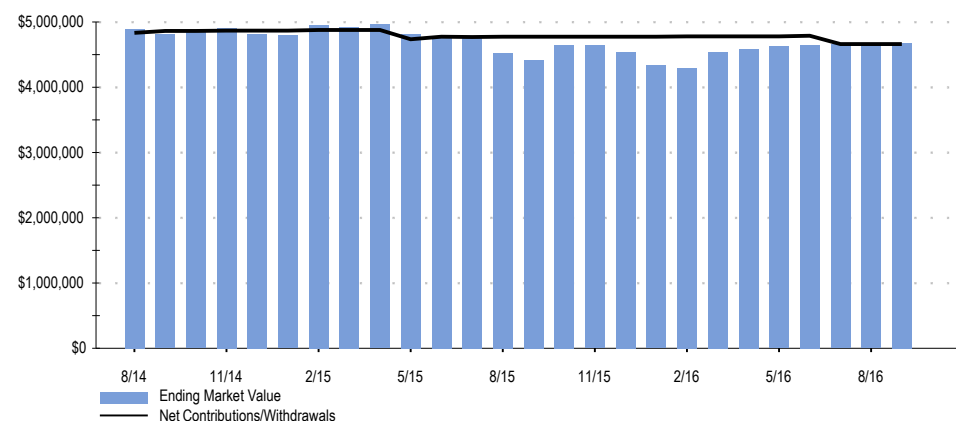
PORTFOLIO PERFORMANCE SUMMARY (CONSOLIDATED) - REPORT PERIOD: 8/1/14 TO 9/30/16

AGG460640 IAIA TR - AGY

ALLOCATION (BY CLASS)



PORTFOLIO GROWTH OVER TIME



PORTFOLIO SUMMARY

	LAST MONTH	LAST 3 MONTHS	YEAR TO DATE	LAST 12 MONTHS	SINCE INCEPTION
Beginning Value ¹	4,671,247	4,646,614	4,547,445	4,423,986	0
Net Contributions & Withdrawals ^{2,3}	-321	-129,603	-113,457	-114,134	4,661,751
Investment Gain or Loss ¹	13,431	167,346	250,370	374,506	22,606
Ending Value ¹	4,684,357	4,684,357	4,684,357	4,684,357	4,684,357

PERFORMANCE SUMMARY

	ENDING MARKET VALUE ¹	CURRENT PORTFOLIO ALLOCATION	LAST MONTH	LAST 3 MONTHS	YEAR TO DATE	LAST 12 MONTHS	SINCE INCEPTION ⁴
TOTAL PORTFOLIO (Net of fees)²	4,684,357	100.00%	0.29%	3.63%	5.51%	8.47%	-0.02%
<i>Bal Apprec Wealth Blend-Total</i>			0.43%	4.10%	8.74%	11.52%	2.51%
FIXED INCOME	1,007,601	21.51%	0.52%	2.60%	9.05%	8.75%	1.50%
<i>BBG BARC Aggregate Bond Index</i>			-0.06%	0.46%	5.80%	5.19%	3.94%
<i>BBG BARC 1-15 Yr Muni Blend (1-17)</i>			-0.36%	-0.19%	3.18%	4.34%	3.64%
<i>BBG BARC High Yield Corporate Index</i>			0.67%	5.55%	15.11%	12.73%	3.74%
<i>BBG BARC High Yield Municipal Index</i>			0.27%	1.29%	9.37%	11.32%	7.58%
<i>JP Morgan GBI x US</i>			0.97%	0.46%	14.49%	13.00%	0.62%
<i>JP Morgan EMBI Global Index</i>			0.34%	3.73%	15.04%	16.82%	5.59%

¹ Values include Accrued Income.

² Starting September 2014, management fees have been incorporated into performance calculations.

³ As accounts are added to/removed from the composite they are displayed as a contribution/withdrawal.

⁴ Annualized Return

PORTFOLIO PERFORMANCE SUMMARY (CONSOLIDATED) - REPORT PERIOD: 8/1/14 TO 9/30/16
AGG460640 IAIA TR - AGY
PERFORMANCE SUMMARY

	ENDING MARKET VALUE ²	CURRENT PORTFOLIO ALLOCATION	LAST MONTH	LAST 3 MONTHS	YEAR TO DATE	LAST 12 MONTHS	SINCE INCEPTION ¹
EQUITIES	2,343,936	50.04%	0.51%	6.07%	6.02%	11.43%	1.29%
Standard & Poor's 500 Stock Index			0.02%	3.85%	7.82%	15.39%	7.77%
Russell Midcap Index			0.20%	4.52%	10.26%	14.25%	6.87%
Russell 2000 Index			1.11%	9.05%	11.46%	15.47%	6.78%
MSCI EAFE Net Index			1.23%	6.43%	1.73%	6.52%	-3.10%
MSCI Emerging Mkts Index-Net			1.29%	9.03%	16.02%	16.78%	-5.12%
MSCI Frontier Markets NR Index			2.56%	2.65%	2.16%	0.91%	-11.71%
REAL ASSETS	416,826	8.90%	-0.16%	-0.78%	9.39%	10.35%	-3.85%
FTSE EPRA/NAREIT Developed Index			-0.90%	1.45%	10.97%	15.85%	6.34%
Bloomberg Commodity Total Return Index			3.13%	-3.86%	8.87%	-2.58%	-16.93%
ALTERNATIVE INVESTMENTS	726,376	15.51%	0.11%	1.28%	-0.14%	0.06%	1.58%
HFRI Fund Weighted Composite Index (updated)			0.62%	2.95%	4.18%	4.92%	1.59%
HFRI Relative Value (Total) Index (updated)			0.93%	3.06%	5.80%	5.54%	2.17%
HFRI Macro (Total) Index (updated)			-0.26%	-1.07%	1.74%	1.59%	2.47%
HFRI Event-Driven (Total) Index (updated)			0.66%	4.43%	6.71%	6.30%	0.16%
HFRI Equity Hedge (Total) Index (updated)			1.05%	4.99%	4.53%	6.35%	1.40%
OTHER	-	-	-	-	-	-	-
BofA Merrill Lynch 3-Month US Treas Bill Index			-	-	-	-	-
CASH & EQUIVALENTS	189,618	4.05%	0.02%	0.04%	0.12%	0.13%	0.07%
Lipper Money Market Index			0.01%	0.03%	0.06%	0.07%	0.04%

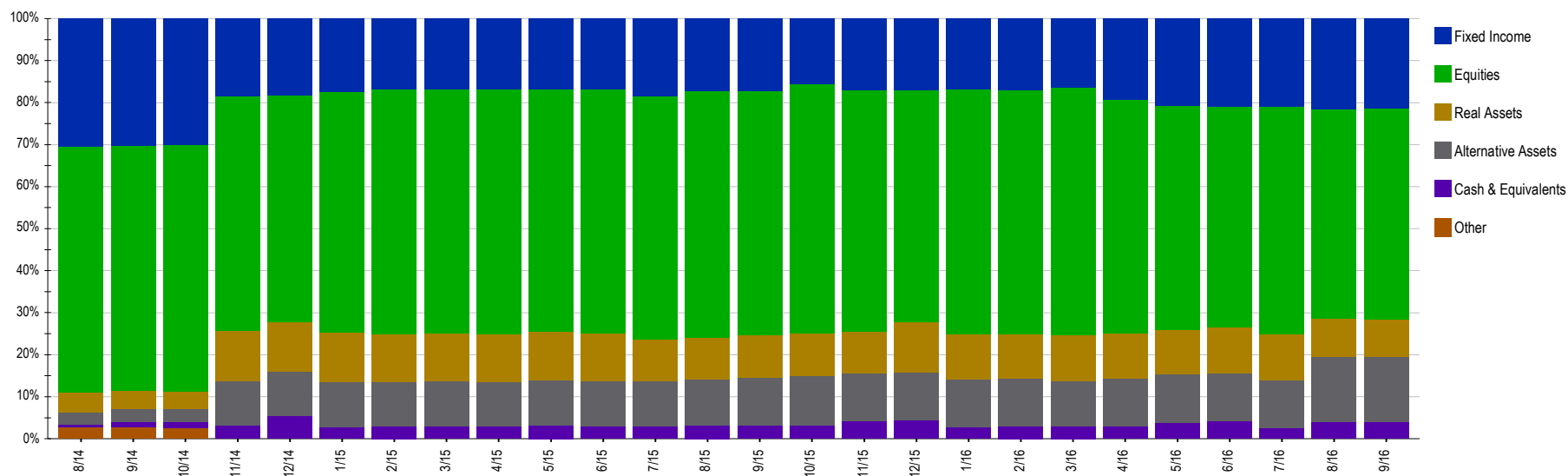
¹ Annualized Return

² Values include Accrued Income.

PORTFOLIO ALLOCATION OVER TIME (CONSOLIDATED) - REPORT PERIOD: 8/1/14 TO 9/30/16

AGG460640 IAIA TR - AGY

ALLOCATION OVER TIME (BY CLASS)



CLASS	ENDING MARKET VALUE ¹	CURRENT PORTFOLIO ALLOCATION
FIXED INCOME	1,007,601	21.51%
EQUITIES	2,343,936	50.04%
REAL ASSETS	416,826	8.90%
ALTERNATIVE ASSETS	726,376	15.51%
CASH & EQUIVALENTS	189,618	4.05%
OTHER	-	-
TOTAL PORTFOLIO	4,684,357	100.00%

¹ Values include Accrued Income.

ANNUAL PERIOD PERFORMANCE (CONSOLIDATED) - REPORT PERIOD: 8/1/14 TO 9/30/16: FYE - DECEMBER

AGG460640 IAIA TR - AGY

PERFORMANCE SUMMARY

	FYTD	2015	2014
TOTAL PORTFOLIO (Net of fees)	5.51%	-3.87%	-
<i>Bal Apprec Wealth Blend-Total</i>	8.74%	-2.85%	-
FIXED INCOME	9.05%	-2.55%	-
<i>BBG BARC Aggregate Bond Index</i>	5.80%	0.55%	2.22%
<i>BBG BARC 1-15 Yr Muni Blend (1-17)</i>	3.18%	2.83%	1.85%
<i>BBG BARC High Yield Corporate Index</i>	15.11%	-4.47%	-1.54%
<i>BBG BARC High Yield Municipal Index</i>	9.37%	1.81%	5.21%
<i>JP Morgan GBI x US</i>	14.49%	-4.84%	-6.97%
<i>JP Morgan EMBI Global Index</i>	15.04%	1.23%	-3.38%
EQUITIES	6.02%	-2.86%	-
<i>Standard & Poor's 500 Stock Index</i>	7.82%	1.38%	7.58%
<i>Russell Midcap Index</i>	10.26%	-2.44%	7.35%
<i>Russell 2000 Index</i>	11.46%	-4.41%	8.20%
<i>MSCI EAFE Net Index</i>	1.73%	-0.81%	-7.42%
<i>MSCI Emerging Mkts Index-Net</i>	16.02%	-14.92%	-9.59%
<i>MSCI Frontier Markets NR Index</i>	2.16%	-14.46%	-12.65%
REAL ASSETS	9.39%	-6.71%	-
<i>FTSE EPRA/NAREIT Developed Index</i>	10.97%	0.02%	2.93%
<i>Bloomberg Commodity Total Return Index</i>	8.87%	-24.66%	-18.43%
ALTERNATIVE INVESTMENTS	-0.14%	-1.25%	-
<i>HFRI Fund Weighted Composite Index (updated)</i>	4.18%	-1.12%	0.46%
<i>HFRI Relative Value (Total) Index (updated)</i>	5.80%	-0.29%	-0.69%
<i>HFRI Macro (Total) Index (updated)</i>	1.74%	-1.26%	4.95%
<i>HFRI Event-Driven (Total) Index (updated)</i>	6.71%	-3.55%	-2.50%
<i>HFRI Equity Hedge (Total) Index (updated)</i>	4.53%	-0.97%	-0.43%
OTHER	-	-	-
<i>BofA Merrill Lynch 3-Month US Treas Bill Index</i>	-	-	0.01%
CASH & EQUIVALENTS	0.12%	0.01%	-
<i>Lipper Money Market Index</i>	0.06%	0.01%	0.00%

ANNUAL PERIOD PERFORMANCE (BY ACCOUNT) - REPORT PERIOD: 8/1/14 TO 9/30/16: FYE - DECEMBER

AGG460640 IAIA TR - AGY

Account 46064000 - Account Report Period: 8/1/14 to 9/30/16

IAIA TR - PERM/GNE/FAC ENDOWMENT AGY

PERFORMANCE SUMMARY

	FYTD	2015	2014
TOTAL PORTFOLIO (Net of fees)	5.51%	-3.87%	-
<i>Class Blended Benchmark</i>	<i>7.12%</i>	<i>0.99%</i>	<i>-</i>
FIXED INCOME	9.23%	-2.66%	-
<i>BBG BARC Aggregate Bond Index</i>	<i>5.80%</i>	<i>0.55%</i>	<i>2.22%</i>
<i>BBG BARC 1-15 Yr Muni Blend (1-17)</i>	<i>3.18%</i>	<i>2.83%</i>	<i>1.85%</i>
<i>BBG BARC High Yield Corporate Index</i>	<i>15.11%</i>	<i>-4.47%</i>	<i>-1.54%</i>
<i>BBG BARC High Yield Municipal Index</i>	<i>9.37%</i>	<i>1.81%</i>	<i>5.21%</i>
<i>JP Morgan GBI x US</i>	<i>14.49%</i>	<i>-4.84%</i>	<i>-6.97%</i>
<i>JP Morgan EMBI Global Index</i>	<i>15.04%</i>	<i>1.23%</i>	<i>-3.38%</i>
EQUITIES	6.03%	-2.92%	-
<i>Standard & Poor's 500 Stock Index</i>	<i>7.82%</i>	<i>1.38%</i>	<i>7.58%</i>
<i>Russell Midcap Index</i>	<i>10.26%</i>	<i>-2.44%</i>	<i>7.35%</i>
<i>Russell 2000 Index</i>	<i>11.46%</i>	<i>-4.41%</i>	<i>8.20%</i>
<i>MSCI EAFE Net Index</i>	<i>1.73%</i>	<i>-0.81%</i>	<i>-7.42%</i>
<i>MSCI Emerging Mkts Index-Net</i>	<i>16.02%</i>	<i>-14.92%</i>	<i>-9.59%</i>
<i>MSCI Frontier Markets NR Index</i>	<i>2.16%</i>	<i>-14.46%</i>	<i>-12.65%</i>
REAL ASSETS	10.17%	-6.98%	-
<i>FTSE EPRA/NAREIT Developed Index</i>	<i>10.97%</i>	<i>0.02%</i>	<i>2.93%</i>
<i>Bloomberg Commodity Total Return Index</i>	<i>8.87%</i>	<i>-24.66%</i>	<i>-18.43%</i>
ALTERNATIVE INVESTMENTS	-0.13%	-1.16%	-
<i>HFRI Fund Weighted Composite Index (updated)</i>	<i>4.18%</i>	<i>-1.12%</i>	<i>0.46%</i>
<i>HFRI Relative Value (Total) Index (updated)</i>	<i>5.80%</i>	<i>-0.29%</i>	<i>-0.69%</i>
<i>HFRI Macro (Total) Index (updated)</i>	<i>1.74%</i>	<i>-1.26%</i>	<i>4.95%</i>
<i>HFRI Event-Driven (Total) Index (updated)</i>	<i>6.71%</i>	<i>-3.55%</i>	<i>-2.50%</i>
<i>HFRI Equity Hedge (Total) Index (updated)</i>	<i>4.53%</i>	<i>-0.97%</i>	<i>-0.43%</i>
OTHER	-	-	-
<i>BofA Merrill Lynch 3-Month US Treas Bill Index</i>	<i>-</i>	<i>-</i>	<i>0.01%</i>
CASH & EQUIVALENTS	0.12%	0.01%	-
<i>Lipper Money Market Index</i>	<i>0.06%</i>	<i>0.01%</i>	<i>0.00%</i>

ANNUAL PERIOD PERFORMANCE (BY ACCOUNT) - REPORT PERIOD: 8/1/14 TO 9/30/16: FYE - DECEMBER

AGG460640 IAIA TR - AGY

Account 46064001 - Account Report Period: 8/1/14 to 9/30/16

IAIA TR-PROGRAM ENHANCEMENT FUND-SUB

PERFORMANCE SUMMARY

	FYTD	2015	2014
TOTAL PORTFOLIO (Net of fees)	5.53%	-3.23%	-
<i>Class Blended Benchmark</i>	<i>7.14%</i>	<i>1.00%</i>	<i>-</i>
FIXED INCOME	9.24%	-2.37%	-
<i>BBG BARC Aggregate Bond Index</i>	<i>5.80%</i>	<i>0.55%</i>	<i>2.22%</i>
<i>BBG BARC 1-15 Yr Muni Blend (1-17)</i>	<i>3.18%</i>	<i>2.83%</i>	<i>1.85%</i>
<i>BBG BARC High Yield Corporate Index</i>	<i>15.11%</i>	<i>-4.47%</i>	<i>-1.54%</i>
<i>BBG BARC High Yield Municipal Index</i>	<i>9.37%</i>	<i>1.81%</i>	<i>5.21%</i>
<i>JP Morgan GBI x US</i>	<i>14.49%</i>	<i>-4.84%</i>	<i>-6.97%</i>
<i>JP Morgan EMBI Global Index</i>	<i>15.04%</i>	<i>1.23%</i>	<i>-3.38%</i>
EQUITIES	6.02%	-2.62%	-
<i>Standard & Poor's 500 Stock Index</i>	<i>7.82%</i>	<i>1.38%</i>	<i>7.58%</i>
<i>Russell Midcap Index</i>	<i>10.26%</i>	<i>-2.44%</i>	<i>7.35%</i>
<i>Russell 2000 Index</i>	<i>11.46%</i>	<i>-4.41%</i>	<i>8.20%</i>
<i>MSCI EAFE Net Index</i>	<i>1.73%</i>	<i>-0.81%</i>	<i>-7.42%</i>
<i>MSCI Emerging Mkts Index-Net</i>	<i>16.02%</i>	<i>-14.92%</i>	<i>-9.59%</i>
<i>MSCI Frontier Markets NR Index</i>	<i>2.16%</i>	<i>-14.46%</i>	<i>-12.65%</i>
REAL ASSETS	10.01%	-6.53%	-
<i>FTSE EPRA/NAREIT Developed Index</i>	<i>10.97%</i>	<i>0.02%</i>	<i>2.93%</i>
<i>Bloomberg Commodity Total Return Index</i>	<i>8.87%</i>	<i>-24.66%</i>	<i>-18.43%</i>
ALTERNATIVE INVESTMENTS	-0.13%	-0.89%	-
<i>HFRI Fund Weighted Composite Index (updated)</i>	<i>4.18%</i>	<i>-1.12%</i>	<i>0.46%</i>
<i>HFRI Relative Value (Total) Index (updated)</i>	<i>5.80%</i>	<i>-0.29%</i>	<i>-0.69%</i>
<i>HFRI Macro (Total) Index (updated)</i>	<i>1.74%</i>	<i>-1.26%</i>	<i>4.95%</i>
<i>HFRI Event-Driven (Total) Index (updated)</i>	<i>6.71%</i>	<i>-3.55%</i>	<i>-2.50%</i>
<i>HFRI Equity Hedge (Total) Index (updated)</i>	<i>4.53%</i>	<i>-0.97%</i>	<i>-0.43%</i>
OTHER	-	-	-
<i>BofA Merrill Lynch 3-Month US Treas Bill Index</i>	<i>-</i>	<i>-</i>	<i>0.01%</i>
CASH & EQUIVALENTS	0.12%	0.01%	-
<i>Lipper Money Market Index</i>	<i>0.06%</i>	<i>0.01%</i>	<i>0.00%</i>

ANNUAL PERIOD PERFORMANCE (BY ACCOUNT) - REPORT PERIOD: 8/1/14 TO 9/30/16: FYE - DECEMBER

AGG460640 IAIA TR - AGY

Account 46064003 - Account Report Period: 8/1/14 to 9/30/16

IAIA TR-QUASI ENDOWMENT FUND- SUB

PERFORMANCE SUMMARY

	FYTD	2015	2014
TOTAL PORTFOLIO (Net of fees)	5.22%	-3.74%	-
<i>Class Blended Benchmark</i>	<i>7.08%</i>	<i>1.56%</i>	<i>-</i>
FIXED INCOME	9.36%	-2.36%	-
<i>BBG BARC Aggregate Bond Index</i>	<i>5.80%</i>	<i>0.55%</i>	<i>2.22%</i>
<i>BBG BARC 1-15 Yr Muni Blend (1-17)</i>	<i>3.18%</i>	<i>2.83%</i>	<i>1.85%</i>
<i>BBG BARC High Yield Corporate Index</i>	<i>15.11%</i>	<i>-4.47%</i>	<i>-1.54%</i>
<i>BBG BARC High Yield Municipal Index</i>	<i>9.37%</i>	<i>1.81%</i>	<i>5.21%</i>
<i>JP Morgan GBI x US</i>	<i>14.49%</i>	<i>-4.84%</i>	<i>-6.97%</i>
<i>JP Morgan EMBI Global Index</i>	<i>15.04%</i>	<i>1.23%</i>	<i>-3.38%</i>
EQUITIES	6.02%	-3.01%	-
<i>Standard & Poor's 500 Stock Index</i>	<i>7.82%</i>	<i>1.38%</i>	<i>7.58%</i>
<i>Russell Midcap Index</i>	<i>10.26%</i>	<i>-2.44%</i>	<i>7.35%</i>
<i>Russell 2000 Index</i>	<i>11.46%</i>	<i>-4.41%</i>	<i>8.20%</i>
<i>MSCI EAFE Net Index</i>	<i>1.73%</i>	<i>-0.81%</i>	<i>-7.42%</i>
<i>MSCI Emerging Mkts Index-Net</i>	<i>16.02%</i>	<i>-14.92%</i>	<i>-9.59%</i>
<i>MSCI Frontier Markets NR Index</i>	<i>2.16%</i>	<i>-14.46%</i>	<i>-12.65%</i>
REAL ASSETS	9.76%	-6.54%	-
<i>FTSE EPRA/NAREIT Developed Index</i>	<i>10.97%</i>	<i>0.02%</i>	<i>2.93%</i>
<i>Bloomberg Commodity Total Return Index</i>	<i>8.87%</i>	<i>-24.66%</i>	<i>-18.43%</i>
ALTERNATIVE INVESTMENTS	-0.12%	-0.60%	-
<i>HFRI Fund Weighted Composite Index (updated)</i>	<i>4.18%</i>	<i>-1.12%</i>	<i>0.46%</i>
<i>HFRI Relative Value (Total) Index (updated)</i>	<i>5.80%</i>	<i>-0.29%</i>	<i>-0.69%</i>
<i>HFRI Macro (Total) Index (updated)</i>	<i>1.74%</i>	<i>-1.26%</i>	<i>4.95%</i>
<i>HFRI Event-Driven (Total) Index (updated)</i>	<i>6.71%</i>	<i>-3.55%</i>	<i>-2.50%</i>
<i>HFRI Equity Hedge (Total) Index (updated)</i>	<i>4.53%</i>	<i>-0.97%</i>	<i>-0.43%</i>
OTHER	-	-	-
<i>BofA Merrill Lynch 3-Month US Treas Bill Index</i>	<i>-</i>	<i>-</i>	<i>0.01%</i>
CASH & EQUIVALENTS	0.12%	0.01%	-
<i>Lipper Money Market Index</i>	<i>0.06%</i>	<i>0.01%</i>	<i>0.00%</i>

ANNUAL PERIOD PERFORMANCE (BY ACCOUNT) - REPORT PERIOD: 8/1/14 TO 9/30/16: FYE - DECEMBER

AGG460640 IAIA TR - AGY

Account 46064004 - Account Report Period: 8/1/14 to 9/30/16

IAIA TR-SCHOLARSHIP ENDOWMENT- SUB

PERFORMANCE SUMMARY

	FYTD	2015	2014
TOTAL PORTFOLIO (Net of fees)	5.47%	-3.86%	-
<i>Class Blended Benchmark</i>	7.09%	1.01%	-
FIXED INCOME	9.26%	-2.46%	-
<i>BBG BARC Aggregate Bond Index</i>	5.80%	0.55%	2.22%
<i>BBG BARC 1-15 Yr Muni Blend (1-17)</i>	3.18%	2.83%	1.85%
<i>BBG BARC High Yield Corporate Index</i>	15.11%	-4.47%	-1.54%
<i>BBG BARC High Yield Municipal Index</i>	9.37%	1.81%	5.21%
<i>JP Morgan GBI x US</i>	14.49%	-4.84%	-6.97%
<i>JP Morgan EMBI Global Index</i>	15.04%	1.23%	-3.38%
EQUITIES	6.02%	-2.93%	-
<i>Standard & Poor's 500 Stock Index</i>	7.82%	1.38%	7.58%
<i>Russell Midcap Index</i>	10.26%	-2.44%	7.35%
<i>Russell 2000 Index</i>	11.46%	-4.41%	8.20%
<i>MSCI EAFE Net Index</i>	1.73%	-0.81%	-7.42%
<i>MSCI Emerging Mkts Index-Net</i>	16.02%	-14.92%	-9.59%
<i>MSCI Frontier Markets NR Index</i>	2.16%	-14.46%	-12.65%
REAL ASSETS	10.03%	-6.93%	-
<i>FTSE EPRA/NAREIT Developed Index</i>	10.97%	0.02%	2.93%
<i>Bloomberg Commodity Total Return Index</i>	8.87%	-24.66%	-18.43%
ALTERNATIVE INVESTMENTS	-0.16%	-1.12%	-
<i>HFRI Fund Weighted Composite Index (updated)</i>	4.18%	-1.12%	0.46%
<i>HFRI Relative Value (Total) Index (updated)</i>	5.80%	-0.29%	-0.69%
<i>HFRI Macro (Total) Index (updated)</i>	1.74%	-1.26%	4.95%
<i>HFRI Event-Driven (Total) Index (updated)</i>	6.71%	-3.55%	-2.50%
<i>HFRI Equity Hedge (Total) Index (updated)</i>	4.53%	-0.97%	-0.43%
OTHER	-	-	-
<i>BofA Merrill Lynch 3-Month US Treas Bill Index</i>	-	-	0.01%
CASH & EQUIVALENTS	0.12%	0.01%	-
<i>Lipper Money Market Index</i>	0.06%	0.01%	0.00%

TOTAL PORTFOLIO PERFORMANCE (CONSOLIDATED) - REPORT PERIOD: 8/1/14 TO 9/30/16

AGG460640 IAIA TR - AGY

CLASS	STYLE	ENDING MARKET VALUE ²	CURRENT PORTFOLIO ALLOCATION	LAST MONTH	LAST 3 MONTHS	YEAR TO DATE	LAST 12 MONTHS	SINCE INCEPTION ¹
FIXED INCOME		1,007,601	21.51%	0.52%	2.60%	9.05%	8.75%	1.50%
	<i>BBG BARC Aggregate Bond Index</i>			-0.06%	0.46%	5.80%	5.19%	3.94%
	<i>BBG BARC 1-15 Yr Muni Blend (1-17)</i>			-0.36%	-0.19%	3.18%	4.34%	3.64%
	<i>BBG BARC High Yield Corporate Index</i>			0.67%	5.55%	15.11%	12.73%	3.74%
	<i>BBG BARC High Yield Municipal Index</i>			0.27%	1.29%	9.37%	11.32%	7.58%
	<i>JP Morgan GBI x US</i>			0.97%	0.46%	14.49%	13.00%	0.62%
	<i>JP Morgan EMBI Global Index</i>			0.34%	3.73%	15.04%	16.82%	5.59%
	U.S. Short Term Taxable	-	-	-	-	-	-	-
	<i>BBG BARC US Aggregate 1-3 Yr</i>			-	-	-	-	-
	U.S. Intermediate Taxable	444,177	9.48%	0.10%	1.17%	5.93%	5.84%	2.86%
	<i>BBG BARC US Aggregate 5-7 Yr</i>			0.26%	0.45%	4.65%	4.10%	3.61%
	High Yield	281,318	6.01%	0.51%	3.91%	9.35%	7.45%	2.76%
	<i>BBG BARC High Yield Corporate Index</i>			0.67%	5.55%	15.11%	12.73%	3.74%
	International Developed Markets Bonds	-	-	-	-	-	-	-
	<i>JP Morgan GBI x US</i>			-	-	-	-	-
	International Emerging Markets Bonds	282,107	6.02%	1.21%	4.70%	17.22%	17.53%	-1.79%
	<i>JP Morgan EMBI Global Index</i>			0.34%	3.73%	15.04%	16.82%	5.59%

¹ Annualized Return² Values include Accrued Income.

TOTAL PORTFOLIO PERFORMANCE (CONSOLIDATED) - REPORT PERIOD: 8/1/14 TO 9/30/16

AGG460640 IAIA TR - AGY

CLASS	STYLE	ENDING MARKET VALUE ²	CURRENT PORTFOLIO ALLOCATION	LAST MONTH	LAST 3 MONTHS	YEAR TO DATE	LAST 12 MONTHS	SINCE INCEPTION ¹
EQUITIES		2,343,936	50.04%	0.51%	6.07%	6.02%	11.43%	1.29%
	Standard & Poor's 500 Stock Index			0.02%	3.85%	7.82%	15.39%	7.77%
	Russell Midcap Index			0.20%	4.52%	10.26%	14.25%	6.87%
	Russell 2000 Index			1.11%	9.05%	11.46%	15.47%	6.78%
	MSCI EAFE Net Index			1.23%	6.43%	1.73%	6.52%	-3.10%
	MSCI Emerging Mkts Index-Net			1.29%	9.03%	16.02%	16.78%	-5.12%
	MSCI Frontier Markets NR Index			2.56%	2.65%	2.16%	0.91%	-11.71%
	Large Cap Core	-	-	-	-	-	-	-
	Standard & Poor's 500 Stock Index			-	-	-	-	-
	Large Cap Value	553,133	11.81%	-1.21%	2.35%	9.33%	15.54%	-
	Standard & Poor's 500 Value Total Return Index			-0.37%	2.94%	9.36%	15.98%	-
	Large Cap Growth	566,013	12.08%	1.93%	8.16%	1.14%	9.42%	-
	Standard & Poor's 500 Growth Total Return Index			0.40%	4.76%	6.38%	14.74%	-
	Mid Cap Core	-	-	-	-	-	-	-
	Russell Midcap Index			-	-	-	-	-
	Mid Cap Value	210,503	4.49%	-0.37%	2.96%	9.69%	13.57%	-
	Russell Midcap Value Index			0.42%	4.45%	13.72%	17.26%	-
	Mid Cap Growth	210,280	4.49%	0.09%	5.93%	5.17%	9.87%	-
	Russell Midcap Growth Index			-0.05%	4.59%	6.84%	11.24%	-
	Small Cap Value	140,720	3.00%	-0.48%	7.02%	12.26%	16.85%	-
	Russell 2000 Value Index			0.79%	8.87%	15.49%	18.81%	-
	Small Cap Growth	143,641	3.07%	2.02%	11.01%	8.28%	8.78%	-1.21%
	Russell 2000 Growth Index			1.44%	9.22%	7.48%	12.12%	7.33%
	International Developed Markets Equity	328,816	7.02%	0.58%	6.99%	1.94%	5.83%	-
	MSCI EAFE Net Index			1.23%	6.43%	1.73%	6.52%	-
	International Emerging Markets Equity	190,830	4.07%	2.48%	8.86%	13.11%	18.70%	-7.53%
	MSCI Emerging Mkts Index-Net			1.29%	9.03%	16.02%	16.78%	-5.12%

¹ Annualized Return² Values include Accrued Income.

TOTAL PORTFOLIO PERFORMANCE (CONSOLIDATED) - REPORT PERIOD: 8/1/14 TO 9/30/16

AGG460640 IAIA TR - AGY

CLASS	STYLE	ENDING MARKET VALUE ²	CURRENT PORTFOLIO ALLOCATION	LAST MONTH	LAST 3 MONTHS	YEAR TO DATE	LAST 12 MONTHS	SINCE INCEPTION ¹
REAL ASSETS		416,826	8.90%	-0.16%	-0.78%	9.39%	10.35%	-3.85%
	FTSE EPRA/NAREIT Developed Index			-0.90%	1.45%	10.97%	15.85%	6.34%
	Bloomberg Commodity Total Return Index			3.13%	-3.86%	8.87%	-2.58%	-16.93%
	Public Real Estate	322,620	6.89%	-1.29%	-0.47%	9.08%	13.04%	-
	FTSE NAREIT All Equity REIT Index			-1.48%	-1.21%	12.31%	20.94%	-
	Commodities	94,206	2.01%	3.91%	-2.30%	10.91%	-0.56%	-15.27%
	Bloomberg Commodity Total Return Index			3.13%	-3.86%	8.87%	-2.58%	-16.93%
ALTERNATIVE INVESTMENTS		726,376	15.51%	0.11%	1.28%	-0.14%	0.06%	1.58%
	HFRI Fund Weighted Composite Index (updated)			0.62%	2.95%	4.18%	4.92%	1.59%
	HFRI Relative Value (Total) Index (updated)			0.93%	3.06%	5.80%	5.54%	2.17%
	HFRI Macro (Total) Index (updated)			-0.26%	-1.07%	1.74%	1.59%	2.47%
	HFRI Event-Driven (Total) Index (updated)			0.66%	4.43%	6.71%	6.30%	0.16%
	HFRI Equity Hedge (Total) Index (updated)			1.05%	4.99%	4.53%	6.35%	1.40%
	Hedge Strategies-Relative Value	164,529	3.51%	0.10%	1.73%	2.15%	1.74%	-
	HFRI Relative Value (Total) Index (updated)			0.93%	3.06%	5.80%	5.54%	-
	Hedge - Macro	280,056	5.98%	0.05%	0.08%	2.00%	-0.15%	7.77%
	HFRI Macro (Total) Index (updated)			-0.26%	-1.07%	1.74%	1.59%	2.47%
	Hedge Strategies -Event Driven	164,857	3.52%	0.27%	2.01%	-5.19%	-4.81%	-
	HFRI Event-Driven (Total) Index (updated)			0.66%	4.43%	6.71%	6.30%	-
	Hedge Strategies-Equity Hedge	116,933	2.50%	0.06%	1.43%	2.50%	4.14%	-
	HFRI Equity Hedge (Total) Index (updated)			1.05%	4.99%	4.53%	6.35%	-
OTHER		-	-	-	-	-	-	-
	BofA Merrill Lynch 3-Month US Treas Bill Index			-	-	-	-	-
	Other Balanced	-	-	-	-	-	-	-
	BofA Merrill Lynch 3-Month US Treas Bill Index			-	-	-	-	-

¹ Annualized Return² Values include Accrued Income.

TOTAL PORTFOLIO PERFORMANCE (CONSOLIDATED) - REPORT PERIOD: 8/1/14 TO 9/30/16
AGG460640 IAIA TR - AGY

CLASS	STYLE	ENDING MARKET VALUE ²	CURRENT PORTFOLIO ALLOCATION	LAST MONTH	LAST 3 MONTHS	YEAR TO DATE	LAST 12 MONTHS	SINCE INCEPTION ¹
CASH & EQUIVALENTS		189,618	4.05%	0.02%	0.04%	0.12%	0.13%	0.07%
<i>Lipper Money Market Index</i>				<i>0.01%</i>	<i>0.03%</i>	<i>0.06%</i>	<i>0.07%</i>	<i>0.04%</i>
	Cash & Equivalents	189,618	4.05%	0.02%	0.04%	0.12%	0.13%	0.07%
	<i>Lipper Money Market Index</i>			<i>0.01%</i>	<i>0.03%</i>	<i>0.06%</i>	<i>0.07%</i>	<i>0.04%</i>
TOTAL PORTFOLIO (Net of fees)³		4,684,357	100.00%	0.29%	3.63%	5.51%	8.47%	-0.02%
<i>Bal Apprec Wealth Blend-Total</i>				<i>0.43%</i>	<i>4.10%</i>	<i>8.74%</i>	<i>11.52%</i>	<i>2.51%</i>

¹ Annualized Return

² Values include Accrued Income.

³ Starting September 2014, management fees have been incorporated into performance calculations.

ACCRUED INCOME - The interest the issuer of a security owes before the issuer actually makes the scheduled payment. Since the holder of the security is entitled to this payment, the total portfolio value should reflect this amount.

ALLOCATON - The process of determining what proportions of a portfolio's holdings are to be invested in the various asset classes.

ALPHA - Measures nonsystematic return, or the return that cannot be attributed to the market; thus, it can be thought of as how the manager performed if the market has had no gain or loss.

ANNUAL YIELD - The current cash income received from investment in an asset class. Bonds provide yield in the form of interest payments and stocks through dividends. Fees are not included in the calculations.

ANNUALIZED RETURN - An annualized return is calculated using monthly returns that are geometrically linked to the account for compounding. Annualization does not occur until at least one year of performance data has been obtained.

ASSET CLASS - A broad category of assets with similar investment characteristics. Examples include cash, taxable bonds, non-taxable bonds, municipal bonds, US equities, international equities, etc.

ASSET STYLE - A broad category of securities with similar investment styles or company market capitalizations, usually distinctive from a market index. Examples include value, blend or core, and growth with respect to investment styles, and large-, mid-, and small-cap with respect to company market capitalizations.

ASSET SUBCLASS - A specific category of assets with similar investment characteristics within a broader asset class. Examples include technology, consumer staples, utilities, etc.

ATTRIBUTION ANALYSIS - The process of attributing the difference between a portfolio's return and the benchmark return to specific decisions made by the portfolio

manager(s).

BEGINNING MARKET VALUE - The value of an investment portfolio at the beginning of the report period. Only marketable securities are presented, so other types of assets, such as real estate, are not included. This may result in a dollar amount different from your accounting statement.

BENCHMARK - A composite of assets grouped according to a specific market strategy. By comparing your portfolio's results to that of the benchmark, you can see how your portfolio has performed relative to the market.

BETA - Measures the risk level of the manager. Beta measures the systematic risk, or the return that is attributable to market movements. In contrast, alpha measures the nonsystematic return of the portfolio.

CLASS - See Asset Class.

CONTRIBUTIONS/WITHDRAWALS - The net amount you have put in or taken out of the account, including payment of investment management fees. This amount may not match what is on your accounting statement due to the conversion of accounting data into investment data. Ask your service representative for further information.

CUMULATIVE RETURN - Cumulative return uses periodic returns and geometrically links them over time to form a total return achieved during a given time period. Cumulative returns for periods of time longer than 12 months are displayed in annualized form.

DOWN-SIDE CAPTURE RATIO - A measure of managers' performance in down markets relative to the market itself. A down market is one in which the market's quarterly return is less than zero.

DURATION - Measures the time horizon when a bond's yield will be realized. During that time, losses (gains) from price change will be offset by gains (losses) from reinvestment of coupon interest. See also Macaulay Duration.

ENDING MARKET VALUE - The value of your investment portfolio at the end of the report period. Only marketable securities are presented, so other types of assets, such as real estate, are not included. This may result in a dollar amount different from your accounting statement.

GAIN/LOSS - What a portfolio has gained or lost during the specified time period. This includes both realized (such as proceeds from a sale) and unrealized (such as accrued interest, dividends, and market price changes) gains or losses.

INFLATION - The appreciation in the level of prices for a given basket of goods over time.

JENSEN'S ALPHA - Measures the portfolio's annualized return against the portfolio's risk or volatility exposure.

MACAULAY DURATION - The average time to receipt of all the scheduled interest and principal payments on a bond. See also Duration.

MARKET VALUE - The market price of a holding multiplied by the number of shares. A portfolio's total market value is the summation of the individual holding values, plus cash balances, net of any debt balances.

MATURITY - The date the issuer of the bond will pay the holder of the bond the par value.

P/E RATIO - Shows the multiple of earnings at which a stock sells determined by dividing current stock price by current earnings per share.

R-SQUARED - A statistic that measures the reliability of alpha and beta in explaining the return of a manager as a linear function of the market.

REPORT PERIOD - Represents the date range for the data displayed in the performance report. More data may be available for the account, but is not included in the calculations.

RISK - The potential that the actual return from investment in an asset class will be different from its assumed return.

Risk is measured statistically using standard deviation.

RISK-ADJUSTED RETURN - The return earned minus a fraction of the downside risk. The fraction of the risk subtracted depends on the investor's degree of risk aversion.

SHARPE RATIO - Measures excess return per unit of risk. The Sharpe Ratio relates the difference between the portfolio's return and the return of the risk free rate to the standard deviation of the portfolio returns for the same period. See also Treynor Ratio.

STANDARD DEVIATION - A gauge of risk that measures the spread of the difference of returns from their average. The more a portfolio's returns vary from its average, the higher the standard deviation. Since it measures total variation of return, standard deviation is a measure of total risk, unlike beta, which measures market risk.

STYLE - See Asset Style.

SUBCLASS - See Asset Subclass.

TREYNOR RATIO - The Treynor Ratio measures excess return per unit of risk. The Treynor Ratio relates the difference between the portfolio's return and the risk-free rate to the portfolio beta for a given time period. See also Sharpe Ratio.

UP-SIDE CAPTURE RATIO - Measures a manager's performance in up markets relative to the market itself. An up market is one in which the market's quarterly return is greater than or equal to zero.

WEIGHTED AVERAGE MARKET CAP - Represents the average value of the companies in a composite, measured by market price of outstanding stock, weighted by the percentage of the holding in a composite. This measure offers a more accurate view of the size of companies that make up the composite being reported.

WEIGHTED AVERAGE P/E - A position-weighted average which describes the relationship between the price of a portfolio's various stocks and their earnings per share.

WEIGHTED CASH FLOW - Weighs each cash flow by the duration of time it is held in the portfolio.

YIELD - The return to a bondholder who holds a bond until it matures.

YIELD TO MATURITY - A measure of the average return earned on a bond if held until maturity. It takes into account the bond's current market price, maturity date and interest payments. Yield to maturity is a measure of a bond's internal rate of return, based on the assumption that all interest payments from the bond are reinvested at an interest rate equal to the bond's yield to maturity.

Blended Benchmarks:

Income Wealth Blend-Total benchmark is defined as: Barclays 1-3 Month US Treas Index - 3%; Barclays US Aggregate/Barclays 1-15 Yr Muni(for TA) - 40%; Barclays US Corp HY/Barclays HY Muni(for TA) - 7%; JPMorgan GBI Global Ex US - 9%; JPMorgan EMBI Global - 5%; S&P 500 Index - 13%; Russell Midcap Index - 4%; MSCI EAFE Free Net - 4%; FTSE EPRA/NAREIT Dvlp TR USD - 6%; HFRI Relative Value Index - 5%; HFRI Macro Index - 2%; HFRI Event Driven Index - 2%.

Bal Inc Wealth Blend-Total benchmark is defined as: Barclays 1-3 Month US Treas Index - 3%; Barclays US Aggregate/Barclays 1-15 Yr Muni(for TA) - 30%; Barclays US Corp HY/Barclays HY Muni(for TA) - 6%; JPMorgan GBI Global Ex US - 6%; JPMorgan EMBI Global - 5%; S&P 500 Index - 12%; Russell Midcap Index - 6.6%; Russell 2000 Index - 2.8%; MSCI EAFE Free Net - 5%; MSCI EM Net - 4.6%; FTSE EPRA/NAREIT Dvlp TR USD - 8%; Bloomberg Commodity Total Return Index - 2%; HFRI Relative Value Index - 4%; HFRI Macro Index - 2%; HFRI Event Driven Index - 3%.

Balanced Wealth Blend-Total benchmark is defined as: Barclays 1-3 Month US Treas Index - 3%; Barclays US Aggregate/Barclays 1-15 Yr Muni(for TA) - 20%; Barclays US Corp HY/Barclays HY Muni(for TA) - 5%; JPMorgan GBI Global Ex US - 3%; JPMorgan EMBI Global - 4%; S&P 500 Index - 17%; Russell Midcap Index - 8.6%; Russell 2000 Index - 4.8%; MSCI EAFE Free Net - 8%; MSCI EM Net - 6.6%; FTSE EPRA/NAREIT Dvlp TR USD - 8%; Bloomberg Commodity Total Return Index - 2%; HFRI Relative Value Index - 2%; HFRI Macro Index - 2%; HFRI Event Driven Index - 3%; HFRI Equity Hedge Index - 3%.

Bal Apprec Wealth Blend-Total benchmark is defined as: Barclays 1-3 Month US Treas Index - 3%; Barclays US Aggregate/Barclays 1-15 Yr Muni(for TA) - 10%; Barclays US Corp HY/Barclays HY Muni(for TA) - 5%; JPMorgan GBI Global Ex US - 2%; JPMorgan EMBI Global - 4%; S&P 500 Index - 20%; Russell Midcap Index - 9.2%; Russell 2000 Index - 6.6%; MSCI EAFE Free Net - 10%; MSCI EM Net - 9.2%; FTSE EPRA/NAREIT Dvlp TR USD - 8%; Bloomberg Commodity Total Return Index - 2%; HFRI Relative Value Index - 2%; HFRI Macro Index - 2%; HFRI Event Driven Index - 4%; HFRI Equity Hedge Index - 3%.

Appreciation Wealth Blend-Total benchmark is defined as: Barclays 1-3 Month US Treas Index - 3%; Barclays US Aggregate/Barclays 1-15 Yr Muni(for TA) - 2%; Barclays US Corp HY/Barclays HY Muni(for TA) - 4%; JPMorgan EMBI Global - 3%; S&P 500 Index - 22%; Russell Midcap Index - 10.5%; Russell 2000 Index - 8%; MSCI EAFE Free Net - 13%; MSCI EM Net - 10.5%; MSCI FM Net - 3%; FTSE EPRA/NAREIT Dvlp TR USD - 8%; Bloomberg Commodity Total Return Index - 3%; HFRI Relative Value Index - 2%; HFRI Event Driven Index - 4%; HFRI Equity Hedge Index - 4%.

Max Apprec Wealth Blend-Total benchmark is defined as: Barclays 1-3 Month US Treas Index - 3%; S&P 500 Index - 24%; Russell Midcap Index - 11.5%; Russell 2000 Index - 9%; MSCI EAFE Free Net - 14%; MSCI EM Net - 14.5%; MSCI FM Net - 3%; FTSE EPRA/NAREIT Dvlp TR USD - 8%; Bloomberg Commodity Total Return Index - 3%; HFRI Relative Value Index - 2%; HFRI Event Driven Index - 3%; HFRI Equity Hedge Index - 5%.

Fixed Income Wealth Blend-Total benchmark is defined as: Barclays 1-3 Month US Treas Index - 3%; Barclays US Aggregate/Barclays 1-15 Yr Muni(for TA) - 58%; Barclays US Corp HY/Barclays HY Muni(for TA) - 8%; JPMorgan GBI Global Ex US - 12%; JPMorgan EMBI Global - 5%; FTSE EPRA/NAREIT Dvlp TR USD - 5%; HFRI Relative Value Index - 5%; HFRI Macro Index - 2%; HFRI Event Driven Index - 2%.

Last updated: Aug 2015

Blended benchmark returns for the portfolio noted above reflect changes to the strategic asset allocation made over time.

Index benchmarks are provided for comparison purposes only and are based on the most recently published data available. Indexes are unmanaged and performance results do not reflect the deduction of any advisory fees or commissions. The inclusion of an index is intended to provide a uniform reference point for the performance of an asset class and does not imply that the index is necessarily an appropriate benchmark for, or comparable to, an investment style or strategy specified. The composition and performance of an index that is specified in this report may differ from the composition and performance of an investment style to which it is compared. Additional information on any index referenced in this report is available upon request. You cannot invest in an index.

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Strategic Allocation Review

As of October 13, 2016

October 14, 2016

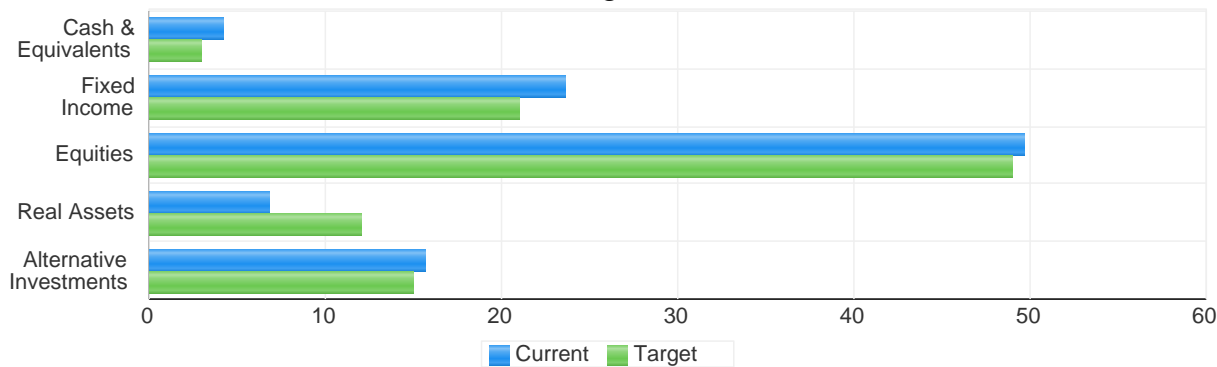
Trade Date Basis

46064000 Institute Of American Indian
Arts

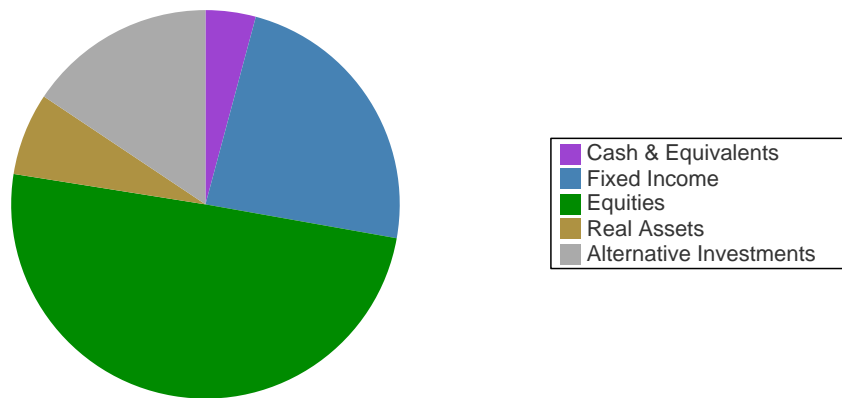
280465

Investment Objective Is Balanced -
Appreciation Biased

Current vs. Target Allocation



Current Allocation



Strategic Allocation Review

As of October 13, 2016

October 14, 2016

Trade Date Basis

46064000 Institute Of American Indian Arts

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Investment Objective Is Balanced -
Appreciation Biased

	MARKET VALUE	TOTAL COST	UNREALIZED G/L	EST ANNUAL INCOME	EST ANNUAL YIELD	CURRENT ALLOC.	TARGET ALLOC.	DEVIATION (%)	DEVIATION (\$)
Investable Total	\$4,620,115	\$4,746,378	\$(126,263)	\$90,003	1.95%	100.00%	100.00%		
Cash & Equivalents	192,965	192,965	0	367	0.19	4.18	3.00	1.18	54,361
Cash & Equivalents	192,965	192,965	0	367	0.19	4.18	3.00	1.18	54,361
Fixed Income	1,091,077	1,074,545	16,531	41,307	3.79	23.62	21.00	2.62	120,843
U.S. Investment Grade Bonds	529,029	524,257	4,771	12,034	2.27	11.45	10.00	1.45	67,008
High Yield Debt	281,542	282,355	(813)	14,748	5.24	6.09	5.00	1.09	50,537
Int'l Developed Mkts Debt	0	0	0	0	0.00	0.00	2.00	(2.00)	(92,402)
Int'l Emerging Mkts Debt	280,506	267,933	12,573	14,525	5.18	6.07	4.00	2.07	95,701
Equities	2,296,683	2,409,222	(112,540)	18,518	0.81	49.71	49.00	0.71	32,835
U.S. Large Cap	1,099,848	1,122,796	(22,947)	10,094	0.92	23.81	18.00	5.81	268,228
U.S. Mid Cap	410,955	441,852	(30,897)	1,791	0.44	8.89	7.00	1.90	87,551
U.S. Small Cap	276,788	282,588	(5,800)	138	0.05	5.99	4.00	1.99	91,988
Int'l Developed Markets Equity	319,218	356,750	(37,532)	4,824	1.51	6.91	11.00	(4.09)	(188,995)
Int'l Emerging Markets Equity	189,873	205,236	(15,363)	1,671	0.88	4.11	9.00	(4.89)	(225,937)
Real Assets	317,274	323,364	(6,090)	6,621	2.09	6.87	12.00	(5.13)	(237,139)
Global Public REITS	223,074	220,881	2,193	6,621	2.97	4.83	8.00	(3.17)	(146,535)
Commodities	94,201	102,483	(8,282)	0	0.00	2.04	4.00	(1.96)	(90,604)
Alternative Investments	722,117	746,281	(24,164)	23,190	3.21	15.63	15.00	0.63	29,099
Hedge Strategies - Relative Value	165,519	168,894	(3,375)	8,243	4.98	3.58	2.00	1.58	73,116

Strategic Allocation Review

As of October 13, 2016

October 14, 2016

Trade Date Basis

46064000 Institute Of American Indian Arts

280465

Investment Objective Is Balanced -
Appreciation Biased

	MARKET VALUE	TOTAL COST	UNREALIZED G/L	EST ANNUAL INCOME	EST ANNUAL YIELD	CURRENT ALLOC.	TARGET ALLOC.	DEVIATION (%)	DEVIATION (\$)
Hedge Strategies - Macro	276,360	280,644	(4,284)	13,980	5.06	5.98	2.00	3.98	183,958
Hedge Strategies - Event Driven	164,112	177,825	(13,714)	956	0.58	3.55	4.00	(0.45)	(20,693)
Hedge Strategies - Equity Hedge	116,126	118,918	(2,791)	11	0.01	2.51	3.00	(0.49)	(22,477)
Private Equity	0	0	0	0	0.00	0.00	4.00	(4.00)	(184,805)
Total Portfolio	\$4,620,115	\$4,746,378	\$(126,263)	\$90,003	1.95%				

Strategic Allocation Review

As of October 13, 2016

October 14, 2016

Trade Date Basis

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Investment Objective Is Balanced -
Appreciation Biased

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Holdings Expanded

As of October 7, 2016

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Trade Date Basis

46064000 Institute Of American Indian Arts

280465

Investment Objective Is Balanced -
Appreciation Biased

	UNITS	PRICE	MARKET VALUE	TOTAL COST	UNREALIZED G/L	EST ANNUAL INCOME	EST ANNUAL YIELD	ALLOCATION
Investable Total			\$4,659,408	\$4,746,378	\$(86,970)	\$90,016	1.93%	100.0%
Cash & Equivalents			192,965	192,965	0	380	0.20	4.1
Cash & Equivalents			192,965	192,965	0	380	0.20	4.1
Cash Equivalents			192,965	192,965	0	380	0.20	4.1
CASH	0	1.00	0	0	0	0		0.0
FEDERATED TREAS OBL FD 68	192,965	1.00	192,965	192,965	0	380	0.20	4.1
Fixed Income			1,092,444	1,074,545	17,898	41,307	3.78	23.4
U.S. Investment Grade Bonds			528,925	524,257	4,667	12,034	2.28	11.4
Funds			208,881	206,712	2,169	6,112	2.93	4.5
DODGE & COX INCOME FD COM #147	13,557	13.84	187,630	185,852	1,778	5,938	3.16	4.0
VANGUARD INFLAT-PROT SECS-ADM #5119	789	26.92	21,251	20,861	391	174	0.82	0.5
Corporate Bonds			320,044	317,545	2,498	5,922	1.85	6.9
MET WEST TOTAL RETURN BOND CL I #512	29,174	10.97	320,044	317,545	2,498	5,922	1.85	6.9
High Yield Debt			281,813	282,355	(542)	14,748	5.23	6.0
Funds			199,520	200,032	(511)	11,220	5.62	4.3
JPMORGAN HIGH YIELD FUND SS #3580	27,035	7.38	199,520	200,032	(511)	11,220	5.62	4.3
Corporate Bonds			82,293	82,324	(31)	3,528	4.29	1.8
T ROWE PRICE INST FLOAT RATE #170	8,205	10.03	82,293	82,324	(31)	3,528	4.29	1.8
Int'l Emerging Mkts Debt			281,706	267,933	13,774	14,526	5.16	6.0
Funds			281,706	267,933	13,774	14,526	5.16	6.0
FID ADV EMER MKTS INC- CL I #607	20,008	14.08	281,706	267,933	13,774	14,526	5.16	6.0
Equities			2,334,218	2,409,222	(75,004)	18,517	0.79	50.1
U.S. Large Cap			1,115,729	1,122,796	(7,067)	10,093	0.90	23.9
Funds			1,115,729	1,122,796	(7,067)	10,093	0.90	23.9
HARBOR CAPITAL APRCTION-INST #2012	9,226	61.30	565,551	573,335	(7,784)	449	0.08	12.1
MFS VALUE FUND-CLASS I #893	15,555	35.37	550,177	549,460	717	9,644	1.75	11.8
U.S. Mid Cap			415,599	441,852	(26,253)	1,791	0.43	8.9
Funds			209,034	219,068	(10,033)	1,791	0.86	4.5
JP MORGAN MID CAP VALUE-I #758	5,650	37.00	209,034	219,068	(10,033)	1,791	0.86	4.5
Other			206,565	222,784	(16,219)	0	0.00	4.4

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Arts

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Investment Objective Is Balanced -
Appreciation Biased

Holdings Expanded

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	UNITS	PRICE	MARKET VALUE	TOTAL COST	UNREALIZED G/L	EST ANNUAL INCOME	EST ANNUAL YIELD	ALLOCATION
ARTISAN MID CAP FUND-INS #1333	4,763	43.37	206,565	222,784	(16,219)	0	0.00	4.4
U.S. Small Cap			282,309	282,588	(279)	138	0.05	6.1
Funds			142,217	146,553	(4,336)	0	0.00	3.1
AMER CENT SMALL CAP GRWTH INST #336	10,173	13.98	142,217	146,553	(4,336)	0	0.00	3.1
Other			140,092	136,035	4,057	138	0.10	3.0
STERLING CAPITAL STRATTON SMALL CAP	1,794	78.11	140,092	136,035	4,057	138	0.10	3.0
Int'l Developed Markets Equity			327,837	356,750	(28,913)	4,824	1.47	7.0
Funds			327,837	356,750	(28,913)	4,824	1.47	7.0
ARTISAN INTERNATIONAL FD INS #662	5,768	27.97	161,326	177,180	(15,854)	1,211	0.75	3.5
DODGE & COX INT'L STOCK FD #1048	4,300	38.72	166,511	179,570	(13,059)	3,612	2.17	3.6
Int'l Emerging Markets Equity			192,744	205,236	(12,493)	1,671	0.87	4.1
Funds			192,744	205,236	(12,493)	1,671	0.87	4.1
OPPENHEIMER DEVELOPING MKT-I #799	5,628	34.25	192,744	205,236	(12,493)	1,671	0.87	4.1
Real Assets			315,209	323,364	(8,155)	6,621	2.10	6.8
Global Public REITS			221,589	220,881	708	6,621	2.99	4.8
Funds			221,589	220,881	708	6,621	2.99	4.8
SPDR DJ WILSHIRE INTERNATIONAL REAL	1,697	39.56	67,133	71,838	(4,705)	1,879	2.80	1.4
T ROWE PRICE REAL ESTATE FD #122	3,181	27.87	88,654	87,324	1,330	2,036	2.30	1.9
VANGUARD REIT VIPER	801	82.15	65,802	61,719	4,083	2,707	4.11	1.4
Commodities			93,620	102,483	(8,863)	0	0.00	2.0
Funds			93,620	102,483	(8,863)	0	0.00	2.0
CREDIT SUISSE COMM RET ST-I #2156	9,414	4.95	46,601	55,597	(8,996)	0	0.00	1.0
INV BALANCE RISK COMM STR-Y #8611	6,805	6.91	47,019	46,887	133	0	0.00	1.0
Alternative Investments			724,572	746,281	(21,709)	23,190	3.20	15.6
Hedge Strategies - Relative Value			165,354	168,894	(3,540)	8,243	4.98	3.5
Other			165,354	168,894	(3,540)	8,243	4.98	3.5
BLACKROCK GL L/S CREDIT-INS #1833	16,486	10.03	165,354	168,894	(3,540)	8,243	4.98	3.5
Hedge Strategies - Macro			277,873	280,644	(2,771)	13,980	5.03	6.0
Other			277,873	280,644	(2,771)	13,980	5.03	6.0
AQR MANAGED FUTURES STR-I #15213	13,753	9.96	136,979	139,485	(2,506)	6,285	4.59	2.9
EATON VANCE GLOBAL MACRO - I #0088	15,483	9.10	140,894	141,158	(265)	7,695	5.46	3.0

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As of October 7, 2016

October 11, 2016 | Page 3 of 4

Trade Date Basis

46064000 Institute Of American Indian Arts

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Appreciation Biased

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Hedge Strategies - Event Driven			164,774	177,825	(13,052)	956	0.58	3.5
Other			164,774	177,825	(13,052)	956	0.58	3.5
ASG GLOBAL ALTERNATIVES-Y #1993	8,380	9.83	82,379	93,674	(11,295)	0	0.00	1.8
MERGER FUND-INST #301	5,309	15.52	82,395	84,151	(1,757)	956	1.16	1.8
Hedge Strategies - Equity Hedge			116,572	118,918	(2,346)	12	0.01	2.5
Other			116,572	118,918	(2,346)	12	0.01	2.5
BOSTON P LNG/SHRT RES-INS	2,307	15.13	34,908	35,393	(485)	0	0.00	0.7
NEUBERGER BERMAN LONG SH-INS #1830	6,395	12.77	81,664	83,525	(1,861)	12	0.01	1.8
Miscellaneous Total			\$0	\$0	\$0	\$0	%	0.0%
Miscellaneous			0	0	0	0		0.0
P3			0	0	0	0		0.0
Cash Equivalents			0	0	0	0		0.0
CASH	0	1.00	0	0	0	0		0.0
Total Portfolio			\$4,659,408	\$4,746,378	\$(86,970)	\$90,016	1.93%	100.0%

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As of October 7, 2016

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To: Dr. Robert Martin
From: Lawrence T. Mirabal, CFO
Date: 10.17.16
Subj: Quarterly Board Report for Finance, HR, IT, Facilities, Bookstore and Museum Store

Mission Objective 1: Improve Student Success

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 – Utilizing both internal data, provided by the I.R. and Student Success offices, as well as external data, the CFO compiled benchmarks relative to degree completion. This included data sets demonstrating average enrollment intensity, time to degree completion, graduate cohort sizes, and other measurable results. The data set provided a roadmap of what factors seemed to be the greatest inhibitors of on-time degree completion and overall retention. Using a menu of financial incentives that have been tested at other colleges, the CFO made selections of strategies that would have a good chance of success, at IAIA. A report was prepared, which included a discussion about the data, the approach that was used, the strategies that were considered, and recommendations for implementation. This report was submitted to President Martin in early October, for his consideration.

This project is now 100% complete.

Mission Objective 3: Build College Community

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 – In addition to stakeholder groups on campus, the Board of Trustees will receive their third training presentation in the series of four, at the November meeting. The presentations have been well-received and seemed to add value. The project will conclude with the final training presentation to the Board of Trustees, at the February meeting.

This project has an expected 2/28/17 completion date
90% 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.

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 June 13th, the contractors mobilized and began the work of removing the old evaporative cooling systems. Although the project took longer than anticipated, it was fully completed in the last week of September. There were some savings on the project in the form of unspent contingency, that will allow for one more HVAC unit added to the northeast classroom/studio in the coming months.

This project is now 100% complete.

Departmental Reports:

Finance/Office of the CFO:

- On the morning of October 5th, the CFO received a call from the CEO of Rafter, informing the college that the company was being liquidated. Since that time, the CFO has joined a consortium that includes all of the other Rafter colleges, to find a path forward for all schools. As of the time of this report being written, the situation is still very fluid. However, IAIA is committed to continuing to provide textbooks to the students before the first day of the spring semester, no matter who the provider is.
- The Controller is fully engaged in completing fiscal year-end activities, as well as in the early stages of preparing for the yearly external audit.
- The CFO and HR Director will be meeting with the college's insurance broker in the coming weeks to review renewal proposals for the various insurance benefits. The renewal process for property and casualty insurance has been completed in September, with very favorable pricing.
- The CFO and the President are in the final stages of finalizing a \$2M unsecured line of credit, with Wells Fargo bank. Currently, IAIA has a \$1.75M line of credit with First Citizens Bank, that is secured by a \$250,000 CD. The line with First Citizens will be terminated, once the agreement with Wells Fargo is completed.

HR:

- As part of the IAIA Wellness Program, Employee Preventative Health Screening was held on campus on September 20th, 2016. Employees were able to test their health numbers, cholesterol, triglycerides and blood pressure and receive consultation from healthcare professionals at no cost. 40 IAIA employees attended the screening, double the expected number for this first time event.
- Planning for the Open Enrollment period for IAIA benefit eligible employees has begun. Open Enrollment will take place from November 14 – 24, 2016 and will include visits to the campus and museum by representatives from Daniels Insurance.
- 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 **August 2016 – September 2016:**

- 2 staff employees left IAIA, both were voluntarily resignations:
 - 2 staff employee left for personal reasons:
 - Museum Store Assistant Manager (2 years of tenure)
 - Housing Director (12 years of tenure)
- On the recruitment side, the following 10 positions were filled during this reporting period:
 - Staff (Housing Director) and Native
 - Staff (Residential Coordinator) and Native
 - Staff (Art Therapist) and Native
 - Staff (Museum Store Assistant Manager) and not Native
 - Visiting Faculty (Assistant Professor, Performing Arts) and Native

The HR Department hired 60+ adjunct instructors and 75+ student workers for the 2016 fall semester.

Facilities:

- Staff are continually reviewing departmental expenses, searching for areas of savings.
- The department coordinated the RFP process for sidewalk replacement and repairs at the IAIA Museum of Contemporary Native Arts, and then oversaw the construction project. The project totaled \$37,000 and is complete.
- The facilities director served as host for Worcester Polytechnic Institute students visiting IAIA this fall, as part of their Engineering Service Project. The students studied the IAIA campus energy usage and gave recommendations for solar panel installations, modeled financial considerations for solar considerations, and selected Natural Gas usage monitoring equipment.
- Facilities staff developed an idea to use the campus main entrance marquee to show off student achievement and celebrate success.



- Facilities staff assisted the Essential Studies department by providing additional drivers for field trips on 8/29 (Leonora Curtin Wetland Preserve), 9/9 (Santa Ana Pueblo Greenhouse & Nursery), & 10/7/2016 (Santa Fe Ski Basin Fall Foliage Tour). This was an excellent way for the department to have a first-hand impact on the student experience, at IAIA.

IT:

- The IT Dept. closed 451 support tickets from July 1, 2015 through Sept 30, 2016.
- Work Study Students
Fall Semester 2016 the IT Dept. hired 2 work-study students to man our IT Help Desk and work as IT Techs. They are Sean Lesensee (Zuni Pueblo) and Sean Lopez (Dineh).
- Temporary IT Worker
Mildred Raphaelito (Dine) did so well this summer we decided to hire her as a temporary employee for the Fall 2016 and Spring 2017 semesters.
- The IT Dept. using its own budget upgraded several Academic spaces over the last few months. Instead of purchasing new projectors or replacing old projectors in classrooms and studios the IT Dept. purchased large high definition monitors for faculty and student use. This initiative was especially important, since it allowed the department to directly impact the students. The monitors are located in the following spaces:
65" monitor installed in FAB Lab
65" monitor installed CLE Classroom
65" monitor installed in Senior studio
65" monitor installed in Jewelry studio

Museum Store:

- The Cape Dorset Print exhibition currently on display in the LKN gallery has been received with great success from museum visitors. Print sales have brought in significant income and Dorset Fine Arts would like to maintain an on-going relationship into the future with IAIA.
- **Staffing Changes:** Museum Store staff has been restructured and some roles have been re-defined. The changes are noted below:
 - Yashira Ponce resigned from her position as Assistant Store Manager.
 - Madeline Lott Cain has been promoted from Full-time Sales Associate to Assistant Store Manager.
 - Shawndi Appah has been promoted from Part-Time Sales Associate to Full-time Lead Sales Associate and Shipping Specialist.
 - Janalee Reano has been hired as a Part-time Sales Associate.
 - Mae Rymer has been hired as a Part-time Sales Associate.

We have cleaned and re-organized the basement space utilized for inventory storage and packing/shipping in order to create a more efficient and safe work environment.

- Consignment Artist Program: We are continuing with the on-going process of touching base with current artists, exchanging out or returning old consignment pieces.

We are in the process of seeking out fresh, inspiring, new artists to update inventory offered by the store.

- We continue to evaluate the current floor space layout and display design. We have purchased a variety of objects to create more dynamic displays to improve visual merchandising and appeal.
- Ideas in Development:
 - We plan to implement ideas for increasing store traffic. (Any or all that follows: Web site improvements, collaboration with Museum staff and administration, development of social media tools to improve local, regional and national awareness of the museum store. Such tools include Facebook, Twitter, Yelp, and Instagram. *We are just now entering the planning phase, in conjunction with our marketing department, on how we plan to market and showcase the museum store.*
 - “Shop Talk” newsletter created to be send out 1 time per month to email contact list/ members. This is a tool that will help us reconnect with IAIA alumni by featuring artist interviews and highlights about their current work. The newsletter will also include other sections for the purpose of highlighting specific merchandise and increasing visitor traffic. The newsletter project is still in the planning stages, and I have not yet presented the idea to Patsy and Andrea.
 - Create a section of the store devoted to explaining that the museum is a part of IAIA. This section will have signage, related books, and IAIA logo merchandise like; t-shirts, mugs, ball caps, etc.
 - Establish and improve collaboration with Museum Staff, local merchants and civic bodies like Santa Fe CVB.

Campus Bookstore:

- Rachel Machovec was hired by IAIA in June as Guillermo Tilley’s replacement. She trained with Guillermo over the summer and took full control of the store in August. Rachel has a BFA in Sculpture from the University of Colorado (2014). As a contemporary artist and a recent graduate of art school herself Rachel is in tune with the needs of art students and has an intimate working knowledge of the supplies available in the store.
- Overall sales margins are down, but this is largely due to the discount sales of old textbooks thought stranded in the bookstore inventory. With the removal of textbooks from the equation the overall profit margins are comparable to this time last year.
- Food and Beverage sales in the bookstore are up 25% from this time last year. These sales are also counting for more. Through changing suppliers there is now

a higher profit margin (30%-60%) on most of the food products we sell without raising prices.

Changes In The Store:

- The East wall of the bookstore has been painted and reorganized. Many new snacks popular with the students have made their debut including Babybel cheese, kombucha, and cold brew coffee.
- IAIA logo apparel that appeals to the female demographic has been ordered. This includes a women's V-neck tee, an athletic training top, and hoodies.
- Ideas in Development:
 - Have all products labeled with price and item # to increase shop-ability and streamline inventory process.
 - Start an online store in partnership with the IAIA website to sell IAIA Logo merchandise, Contemporary Native Literature (including the publications of our MFA students), and current student artwork. Through reaching a larger audience an online store could move the bookstore toward being self-sustaining and broaden awareness of our school.

Institute of American Indian Arts
Plan 2020

2016-2017 Annual Work Plan

Responsible Unit or Individual: Larry Mirabal for Finance, HR, Facilities, IT, & Aux. Date: 10/17/16

<i>Institutional Priority</i>	<i>Project Description</i>	<i>Action Step(s)</i>	<i>Effectiveness Measure(s)</i>	<i>Budget Considerations</i>	<i>Communication Considerations</i>	<i>Deliverable(s)</i>	<i>Expected Completion Date</i>
Mission Objective 1: Improve Student Success 1.1 Increase involvement of all IAIA stakeholders in student success	Increase the number of loaner computers available for students.	Working together, the IT, finance, and Acad. Tech depts. will identify budget, assess hardware options, and prepare pricing models for acquiring additional computers to loan to students.	Having a larger pool of newer machines for students to borrow should improve student success and overall satisfaction with the program.	It is estimated that because of the substantial budget required to complete this initiative, several phased models will need to be prepared. At a minimum, \$8k-\$10k will be required to fund the first portion of the project.	Coordination between IT, Finance, and Acad. Tech will be key to making the project successful.	Additional loaner computers available for students will be the end result of the project.	6/30/17
<i>Institutional Priority</i>	<i>Project Description</i>	<i>Action Step(s)</i>	<i>Effectiveness Measure(s)</i>	<i>Budget Considerations</i>	<i>Communication Considerations</i>	<i>Deliverable(s)</i>	<i>Expected Completion Date</i>
Mission Objective 1: Improve Student Success 1.1 Increase enrollment; improve retention and completion	Develop an IT presence on the IAIA website.	Working with the MarComm office, the IT department will assess the best ways of developing an IT-specific resource page on the IAIA website.	Effectiveness will be measured by having a student-friendly IT resource page developed for the website.	None	Collaboration between IT and MarComm will be necessary to accomplish the task.	A student-friendly IT resource page on the IAIA website will be the end result of the project.	6/30/17

Institute of American Indian Arts
Plan 2020

2016-2017 Annual Work Plan

Responsible Unit or Individual: Larry Mirabal for Finance, HR, Facilities, IT, & Aux. Date: 10/17/16

<i>Institutional Priority</i>	<i>Project Description</i>	<i>Action Step(s)</i>	<i>Effectiveness Measure(s)</i>	<i>Budget Considerations</i>	<i>Communication Considerations</i>	<i>Deliverable(s)</i>	<i>Expected Completion Date</i>
Mission Objective 2: Strengthen Academic Programs 2.2 Implement an academic strategic plan that will address Plan 2020 institutional priorities and future growth.	IT will prepare a new disaster recovery and business continuity plan.	The IT dept., in consultation with the Finance dept., EMP committee, and tech partners at Ardham, will formulate a new disaster recovery and business continuity plan.	Effectiveness will be measured by the plan being executable, if and when the plan is called into action, during a disaster.	Minimal - \$1,000 to \$2,000 may be needed for consulting with Ardham.	Communication will be fairly extensive, since IT and disaster preparedness span a number of departments. A sizeable portion of the communication can be handled through the EMP committee, however.	A completed disaster recovery and business continuity plan.	9/30/17
<i>Institutional Priority</i>	<i>Project Description</i>	<i>Action Step(s)</i>	<i>Effectiveness Measure(s)</i>	<i>Budget Considerations</i>	<i>Communication Considerations</i>	<i>Deliverable(s)</i>	<i>Expected Completion Date</i>
Mission Objective 3: Build College Community 3.1 Implement the Climate Action Plan with campus-	Prepare an action plan for addressing the recommendations brought forward by the WPI students.	The Facilities dept. will prepare an action plan that makes recommendations for phasing in the changes brought forward by the WPI engineering	Having an effective roadmap for eventual implementation of the WPI recommendations will measure how effective the	None for preparation of the plan.	Communication outside facilities will include vendors and the WPI students themselves.	A completed action plan will be the deliverable.	9/30/17

Institute of American Indian Arts
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wide involvement		students.	project is.				
<i>Institutional Priority</i>	<i>Project Description</i>	<i>Action Step(s)</i>	<i>Effectiveness Measure(s)</i>	<i>Budget Considerations</i>	<i>Communication Considerations</i>	<i>Deliverable(s)</i>	<i>Expected Completion Date</i>
Mission Objective 3: Build College Community 3.5 Promote health, wellness, and safety for all member of the campus community	Develop a quarterly wellness program.	The HR department, in consultation with our insurance provider, will develop a quarterly program that includes wellness activities that target the specific needs of the IAIA faculty and staff.	A completely implemented wellness program, with quarterly activities, will be the effectiveness measure.	It is estimated that it will take roughly \$2,000 to run the programs, over a year.	Communication will be college-wide; very extensive.	A fully implemented wellness program with quarterly activities will be the deliverable.	3/31/17
<i>Institutional Priority</i>	<i>Project Description</i>	<i>Action Step(s)</i>	<i>Effectiveness Measure(s)</i>	<i>Budget Considerations</i>	<i>Communication Considerations</i>	<i>Deliverable(s)</i>	<i>Expected Completion Date</i>
Mission Objective 3: Build College Community 3.7 Build a performing arts and fitness center	Complete the design, construction, furnishing, and occupancy of a new performing arts and fitness center.	Work with the college's internal stakeholders, architects, owner's rep., and construction contractor to complete the construction and necessary	A completed, occupied building will define effectiveness.	The budget is very complex, both from a funding and tracking standpoint. It is estimated that the entire project will cost \$9.5M, once	Regular meetings will take place with the entire construction team. Additionally, campus stakeholders will receive updates	A finished, functional building is the final deliverable.	12/31/17

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		furnishing of a new performing arts and fitness center, on the IAIA campus.		completed.	at cabinet meetings and community gatherings.		
<i>Institutional Priority</i>	<i>Project Description</i>	<i>Action Step(s)</i>	<i>Effectiveness Measure(s)</i>	<i>Budget Considerations</i>	<i>Communication Considerations</i>	<i>Deliverable(s)</i>	<i>Expected Completion Date</i>
Mission Objective 4: Advance Contemporary Native Arts and Culture 4.1 Expand collaboration between the Museum, academic, and student support programs	Improve visibility of the museum and museum shop in the downtown area of Santa Fe.	New signage will be installed on the front of the museum that is more eye-catching than the current signage. Additionally, the colorful banners under the portal will be removed, cleaned, and reinstalled.	Increased admissions numbers to the museum, as well as increased sales in the store, will reflect effectiveness.	It is estimated that the new signage and the cleaning of the banners will cost \$7,500.	Communication will be primarily between the museum, the Finance office, and the Facilities dept. Additionally, vendors will need to be looped in.	New signage and re-installed, clean banners will be the deliverables.	3/31/17

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

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

FINANCIAL STATEMENTS

As of August 31

BUDGET TO ACTUAL - SUMMARIZED
IAIA & AUXILIARY
For the Eleven Month Period Ending August 31, 2016

	<u>TOTAL BUDGET</u>	<u>TOTAL ACTUAL EXPENDITURES</u>	<u>TOTAL BUDGET REMAINING</u>	<u>% REMAINING</u>
EXPENDITURES BY CATEGORY				
COST OF SALES	\$ 159,824	\$ 206,501	\$ (46,677)	-29%
SALARIES & FRINGE BENEFITS	7,305,710	6,353,059	952,650	13%
OPERATING EXPENSES	1,113,515	887,223	226,292	20%
FOOD & CATERING	730,477	557,452	173,025	24%
PROFESSIONAL SERVICES	785,552	663,533	122,019	16%
SCHOLARSHIPS & FELLOWSHIPS	10,500	7,010	3,490	33%
M&R, UTILITIES & OTHER	1,412,039	1,340,654	71,384	5%
TRAVEL	304,788	253,247	51,541	17%
TRAINING	75,912	36,812	39,100	52%
VEHICLES	63,574	40,553	23,021	36%
NON-BUDGETED AUX. REVENUES	0	-5,550	5,550	0%
TOTAL EXPENDITURES	\$ 11,961,890	\$ 10,340,494	\$ 1,621,396	14%
EXPENDITURES BY DEPARTMENTS				
BOARD OF TRUSTEES	\$ 82,503	\$ 76,174	\$ 6,329	8%
OFFICE OF THE PRESIDENT	699,436	539,602	159,834	23%
INSTITUTIONAL RESEARCH	288,645	184,941	103,704	36%
INSTITUTIONAL ADVANCEMENT	365,530	316,262	49,268	13%
FINANCIAL SERVICES	679,553	590,521	89,032	13%
INFORMATION TECHNOLOGY	444,170	376,004	68,166	15%
CENTER FOR STUDENT LIFE	420,460	361,192	59,268	14%
ADMISSIONS & RECRUITMENT	308,092	285,589	22,503	7%
FACILITIES MANAGEMENT	1,405,432	1,443,632	(38,200)	-3%
MUSEUM	966,755	810,246	156,509	16%
ACADEMIC DIVISION	2,959,406	2,473,156	486,251	16%
STUDENT SUCCESS CENTER	690,416	605,548	84,868	12%
LIBRARY	388,985	335,118	53,867	14%
MFA CREATIVE WRITING PROGRAM	602,672	537,356	65,316	11%
MUSEUM SHOP	265,563	291,381	(25,818)	-10%
CAMPUS BOOKSTORE	156,000	137,691	18,309	12%
STUDENT HOUSING	959,392	748,837	210,555	22%
CONFERENCE SERVICES	103,430	75,250	28,180	27%
STRATEGIC PRIORITIES PROJECTS	175,450	155,853	19,597	11%
NON-BUDGETED AUX. INITIATIVES (Net)	0	-3,859	3,859	-
TOTAL EXPENDITURES BY DEPARTMENTS	\$ 11,961,890	\$ 10,340,494	\$ 1,621,396	14%
EXPENSES NOT ALLOCATED TO DEPARTMENTS				
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)			
	\$ 12,699,411			

STATEMENT OF REVENUES - COMPARATIVE

IAIA & AUXILIARY

Eleven Month Comparison - FY16 & FY15

	FY16			FY15	Variance Between FY 16 & FY15 YTD Actual Positive/(Negative)
	Projected Annual Revenues	Actual 11 Months To 8/31/2016	% of Projected Achieved YTD	Actual 11 Months Ending 8/31/2015	
REVENUES					
Federal Appropriation	\$ 9,469,000	\$ 9,619,000	101.6%	\$ 9,469,000	\$ 150,000
Tuition & fees	\$ 1,023,663	\$ 1,165,856	113.9%	\$ 894,167	\$ 271,690
Distance Learning/Academic Tech.	133,700	48,972	36.6%	83,910	(34,938)
MFA Creative Writing Program	565,000	550,707	97.5%	500,994	49,713
Student Fitness Center	13,000	14,572	112.1%	11,572	3,000
Residence Hall	455,816	433,209	95.0%	395,597	37,612
Family Housing Rentals	169,950	206,976	121.8%	171,046	35,930
Meal Plan	386,739	505,400	130.7%	413,972	91,427
Conference Services	110,000	119,844	108.9%	43,839	76,005
Museum Admissions	73,500	87,781	119.4%	73,613	14,168
Museum Shop Sales	184,969	207,410	112.1%	266,467	(59,058)
Campus bookstore sales	62,000	106,454	171.7%	58,983	47,471
Museum memberships	40,000	32,554	81.4%	37,231	(4,677)
Museum Contributions (temp restricted)	10,000	1,420	14.2%	3,061	(1,641)
General Contributions (unrestricted)	107,131	98,029	91.5%	86,982	11,048
Scholarship, Education Donations	333,507	748,121	224.3%	567,939	180,181
Trust Endowment Draw	150,000	128,812	85.9%	164,553	(35,741)
Miscellaneous Income/Indirect Revenue	75,000	104,238	139.0%	82,383	21,855
REVENUES EXCLUDING FEDERAL APPROPRIATION	\$ 3,893,975	\$ 4,560,354	117.1%	\$ 3,856,309	\$ 704,045
Estimated reduction for:					
Uncollectible Student Accounts	(112,000)				
Excess Institutional Scholarships	(200,000)				
Museum Gift Shop	(265,564)				
Campus Bookstore	(86,000)				
TOTAL REVENUES	\$12,699,411	\$ 14,179,354	111.7%	\$ 13,325,309	\$ 854,045

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

	FY16 Unaudited 11 Months Ending August 31, 2016	FY15 Audited 11 Months Ending August 31, 2015	Variance Favorable or (Unfavorable)
REVENUES			
Federal Appropriation	\$ 9,619,000	\$ 9,469,000	\$ 150,000
Tuition & Fees	1,780,107	1,490,643	289,465
Residence Hall/Family Housing	640,185	566,643	73,542
Meal Plan	505,400	413,972	91,427
Museum Shop	295,190	340,080	(44,890)
Campus Bookstore Sales	106,454	58,983	47,471
Conference Services	119,844	43,839	76,005
Unrestricted Contributions	130,583	124,213	6,371
Temporarily Restricted Contributions	749,540	571,000	178,540
Trust Endowment Draw	128,812	164,553	(35,741)
Miscellaneous Income	104,238	82,383	21,855
TOTAL REVENUES	\$ 14,179,354	\$ 13,325,309	\$ 854,045
EXPENDITURES			
Cost of Sales	\$ 206,501	\$ 190,718	\$ (15,782)
Salaries & Fringe Benefits	6,353,059	6,306,663	(46,396)
Operating Expenses	887,223	863,964	(23,259)
Food & Catering	557,452	559,493	2,041
Professional Services	663,533	746,294	82,761
Scholarships & Fellowships	7,010	25,513	18,503
M&R, Utilities & Other	1,340,654	1,216,470	(124,184)
Travel	253,247	205,682	(47,565)
Training	36,812	33,336	(3,476)
Vehicles	40,553	43,452	2,898
Total Costs General & Administrative	\$ 10,346,044	\$ 10,191,585	\$ (154,459)
NON-BUDGETED AUX. INITIATIVES (Revenue)	(5,550)	(7,525)	(1,975)
TOTAL EXPENDITURES	\$ 10,340,494	\$ 10,184,060	\$ (156,433)
NET INCOME/(LOSS)	\$ 3,838,860	\$ 3,141,248	\$ 697,612

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

		FY16	FY15	Favorable or (Unfavorable) Change
		Unaudited	Audited	
		11 Months Ended	11 Months Ended	
		August 31, 2016	August 31, 2015	
SALES				
	Sales less Discounts	\$ 206,882	\$ 267,372	\$ (60,490)
	Shipping & Packing	1,032	1,068	(36)
	Refunds	(505)	(1,973)	1,468
		\$ 207,410	\$ 266,467	\$ (59,058)
Cost of Goods Sold				
	Cost of Sales	\$ 124,264	\$ 141,182	\$ 16,917
Gross Profit on Sales		\$ 83,145	\$ 125,286	\$ (42,140)
	GP %	40.09%	47.02%	-6.93%
OTHER INCOME				
	Admissions	\$ 87,781	\$ 73,613	\$ 14,168
Income Before General & Administrative		\$ 170,926	\$ 198,899	\$ (27,973)
General & Administrative Expenditures				
	Personnel			
	Salaries	\$ 85,015	\$ 109,668	\$ 24,654
	Payroll Taxes	6,375	8,282	1,907
	Savings Plan	1,900	4,839	2,939
	Insurance	11,706	9,973	(1,733)
		\$ 104,995	\$ 132,762	\$ 27,766
Personnel costs as % of sales + admissions		35.57%	39.04%	3.47%
	Advertising - promotional	\$ 26	\$ 750	\$ 723
	Bank charges	6,755	6,773	18
	Cash (over)/short	(246)	(4)	242
	Contributions, gifts & awards	338	151	(187)
	Dues & Memberships	165	150	(15)
	Exhibit costs	582	82	(500)
	Food & catering	81	0	(81)
	Licenses & permits	251	0	(251)
	Meeting Costs	205	0	(205)
	Office supplies	2,047	3,806	1,759
	Personnel search - advertising	536	860	324
	Postage, freight & delivery	807	1,247	440
	Printing	198	128	(70)
	Receptions & shows	205	76	(129)
	Computer equip & software under \$5,000	750	892	142
	Equipment & Furniture under \$5,000	254	0	(254)
	Leasing - equipment	1,434	1,441	8
	Leasing - facilities	735	1,919	1,183
	Maintenance - equipment & software	3,122	1,741	(1,381)
	Consultants/Professional Services	41,073	1,377	(39,697)
	Training - fees & materials	765	845	80
	Travel - accomodation & meals	242	1,400	1,159
	Travel - mileage	449	244	(204)
	Travel - transportation	1,346	1,109	(237)
Total General & Administrative Expenditures		\$ 62,121	\$ 24,986	\$ (37,135)
INCOME/(LOSS) Before Notional Rent Expense		\$ 3,809	\$ 41,150	\$ (37,341)
	Notional Rent	47,637	47,637	-
NET INCOME/(LOSS)		\$ (43,828)	\$ (6,487)	\$ (37,341)

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

	FY16	FY15	
	Unaudited	Audited	
	11 Months	11 Months	
	Ending	Ending	
	August 31, 2016	August 31, 2015	Favorable or
			(Unfavorable)
			Change
REVENUES			
Donations:			
Endowed Scholarship Donations	\$ 14,986	\$ 15,029	\$ (42)
Permanent/Chair Endowment Donations	5,967	14,359	(8,392)
General Donations	98,029	86,982	11,048
Scholarships Donations	748,121	567,939	180,181
TOTAL REVENUES	\$ 867,103	\$ 684,308	\$ 182,795
EXPENDITURES			
Personnel			
Staff Salaries	\$ 200,553	\$ 195,753	\$ (4,801)
Student Wages	2,711	2,080	(631)
Social Security	15,232	14,721	(511)
403B Plan	11,717	10,891	(826)
Insurance Benefit	18,620	17,367	(1,252)
Nontaxable Fringe Benefits (Fitness)	150	450	300
Total Personnel Expenditures	\$ 248,983	\$ 241,262	\$ (7,721)
Operating Expenditures			
Advertising - promotional	\$ 1,101	\$ 1,627	\$ 526
Contributions, gifts & awards	2,130	631	(1,499)
Copier supplies & charges	1,115	0	(1,115)
Dues & Memberships	1,510	862	(649)
Exhibit costs	243	0	(243)
Food & catering	3,287	4,104	816
Licenses & permits	403	481	78
Meeting Costs	1,274	1,742	469
Office supplies	3,680	2,161	(1,519)
Postage, freight & delivery	1,082	238	(844)
Printing	7,445	1,626	(5,818)
Professional Development	-764	0	764
Receptions & shows	5,936	3,347	(2,589)
Solicitation & Cultivation	2,712	2,355	(357)
Stipends & honoraria	0	500	500
Subscriptions & Publications	146	32	(114)
Computer equip & software under \$5,000	177	5,222	5,045
Equipment & Furniture under \$5,000	28	1,165	1,137
Maintenance - equipment & software	8,152	6,393	(1,759)
Consultants/Professional Services	12,421	10,910	(1,511)
Training - fees & materials	807	2,674	1,867
Training - accommodations and meals	857	0	(857)
Travel - accomodation & meals	5,436	5,637	201
Travel - mileage	896	1,681	785
Travel - transportation	6,692	5,543	(1,149)
Utilities - telephone	511	492	(19)
			0
Total Operating Expenditures	\$ 67,280	\$ 59,423	\$ (7,857)
TOTAL EXPENDITURES	\$ 316,262	\$ 300,685	\$ (15,578)
NET INCOME/(LOSS)	\$ 550,840	\$ 383,623	\$ 167,217

SCHEDULE OF REVENUE AND EXPENDITURES
CAMPUS BOOKSTORE
Eleven Month Comparison - FY16 & FY15

	FY16	FY15	Favorable or
	Unaudited	Audited	(Unfavorable)
	11 Months Ended	11 Months Ended	Change
	<u>August 31, 2016</u>	<u>August 31, 2015</u>	
SALES			
Sales less Discounts	\$ 106,837	\$ 60,073	\$ 46,763
Shipping & Packing	7	40	(32)
Sales Returns & Refunds	(390)	(1,131)	740
	<u>\$ 106,454</u>	<u>\$ 58,983</u>	<u>\$ 47,471</u>
Cost of Goods Sold			
Cost of Sales	\$ 40,581	\$ 49,537	\$ 8,956
Gross Profit on Sales	<u>\$ 65,873</u>	<u>\$ 9,446</u>	<u>\$ 56,428</u>
GP %	62%	16%	46%
Income Before General & Administrative	<u>\$ 65,873</u>	<u>\$ 9,446</u>	<u>\$ 56,428</u>
General & Administrative Expenditures			
Personnel	\$ -	\$ -	\$ -
Rafter Book Program expense	\$ 41,656	\$ 38,860	\$ (2,796)
Salaries - staff	7,235	0	(7,235)
Social security	553	0	(553)
Nontaxable Fringe Benefits (Fringe)	150	0	(150)
Advertising - promotional	382	777	396
Bank charges	1,575	1,352	(224)
Cash (over)/short	-65	-93	(29)
Contributions, gifts & awards	0	14	14
Dues & Memberships	135	20	(115)
Office supplies	990	875	(115)
Postage, freight & delivery	96	86	(10)
Printing	0	70	70
Computer equip & software unde	383	834	451
Maintenance - equipment & softw	995	209	(787)
Training - fees & materials	42,800	46,060	3,260
Travel - accomodation & meals	0	662	662
Total General & Administrative Expenditures	<u>\$ 96,885</u>	<u>\$ 89,725</u>	<u>\$ (7,160)</u>
NET INCOME/(LOSS)	<u>\$ (31,012)</u>	<u>\$ (80,279)</u>	<u>\$ 49,267</u>

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

	FY16 Unaudited 11 Months Ending August 31, 2016	FY15 Audited 11 Months Ending August 31, 2015	Favorable or (Unfavorable) Change
REVENUE			
Facilities Rentals	\$ 111,703	\$ 34,504	\$ 77,199
Catering Revenue	8,142	9,336	(1,194)
	\$ 119,844	\$ 43,839	\$ 76,005
General & Administrative Expenditures			
Personnel			
Salaries	\$ 47,835	\$ 47,539	\$ (296)
Payroll Taxes	3,079	3,059	(20)
Savings Plan	2,870	2,852	(18)
Insurance	7,084	6,148	(936)
	\$ 60,868	\$ 59,599	\$ (1,269)
Personnel costs as % of Revenue	51%	136%	85%
Bank charges	\$ 366	\$ 723	\$ 356
Dues & Memberships	46	531	485
Food & catering	12,706	16,153	3,448
Office supplies	-	773	773
Receptions & shows	-	7	7
Maintenance - facilities	-	(381)	(381)
Maintenance - supplies	-	2,775	2,775
Consultants/Professional Services	-	1,500	1,500
Training - fees & materials	-	551	551
Travel - accomodation & meals	1,264	-	(1,264)
Total General & Administrative Expenditures	\$ 75,250	\$ 82,232	\$ 6,982
NET INCOME/(LOSS)	\$ 44,594	\$ (38,393)	\$ 82,987

PERMANENT ENDOWMENTS

11 Months Ending August 31, 2016

	Program			Quasi		Scholarships		General & Faculty				
1st Quarter Fiscal Year 2016												
Equities Gain / (Loss)	\$	(27)	0.00%	\$	42	0.14%	\$	20	0.00%	\$	(156)	-0.01%
Dividend & Interest		68,964	2.97%		871	2.96%		29,439	2.97%		36,252	2.97%
Fees		(6,278)	-0.27%		(80)	-0.27%		(2,677)	-0.27%		(3,304)	-0.27%
Total income 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 Income 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 Income 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										
July & August Fiscal Year 2016												
Equities Gain / (Loss)	\$	12,353	0.52%	\$	57	0.22%	\$	5,300	0.52%	\$	6,367	0.51%
Dividend & Interest		6,401	0.27%		77	0.30%		2,743	0.27%		3,385	0.27%
Fees		(4,241)	-0.18%		(45)	-0.17%		(1,810)	-0.18%		(2,226)	-0.18%
Total Income July & August	\$	14,512	0.61%	\$	90	-0.18%	\$	6,233	-0.21%	\$	7,525	-0.20%
Average Monthly Account Balance		\$2,363,601			\$25,937			\$1,013,444			\$1,242,441	
FYTD INCOME AUGUST 31	\$	118,089.47		\$	1,443.63		\$	50,432.16		\$	61,919.95	
FYTD AUGUST 31 ASSETS	\$	2,387,610	2.58%	\$	18,711	2.67%	\$	1,018,220	2.58%	\$	1,245,945	2.57%
ASSET GRAND TOTAL		\$4,670,486										

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

RESOLUTION # 2016-017 Gift Resolution

November 11, 2016

Whereas, the President of the Institute of American Indian Arts has reviewed and recommends the acceptance of the gift donations to the IAIA Trust from July 1, 2016 through September 30, 2016, which are listed below:

4th Quarter (July 1 – September 30, 2016)

Gifts of \$ 867,507	\$ 131,622	Scholarships & Endowments;
	\$ 18,211	General Donations & Gifts In Kind;
	\$ 717,675	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 Three Months Ending September 30, 2016

FISCAL YEAR 2016	IAIA				July - September
IAIA FUND	Fund #	Jul-16	Aug-16	Sep-16	Total
IAIA Board of Trustees Endwd Schlrsip	1388	\$ 1,360	\$ -	\$ -	\$ 1,360
Permanent Endowment	1390	310	-	-	310
Emergency Student Fund	3002	200	-	-	200
General Scholarships	3101	2,623	-	-	2,623
American Indian College Fund	3104	-	62,589	-	62,589
MFA Scholarship Fund	3155	13,890	-	-	13,890
Kim Denise Willetto Scholarship	3160	100	-	-	100
Lannan Fndtn Scholarship MFA Creative Writing	3161	-	50,000	-	50,000
Jeri Ah-be-hill Scholarship	3162	550	-	-	550
TOTAL SCHOLARSHIPS/AWARDS		\$ 19,033	\$ 112,589	\$ -	\$ 131,622
General Donations	5001	\$ 14,583	\$ -	\$ -	\$ 14,583
Museum Membership	5004	3,628	-	-	3,628
TOTAL - UNRESTRICTED		\$ 18,211	\$ -	\$ -	\$ 18,211
USDA Tribal Colleges Endowment Program	4013	\$ 23,227	\$ 12,184	\$ -	35,411
Center for Arts & Cultural Studies-Restricted	4100	331	-	-	331
Full Dome Development Interactive Training	4152	16,625	-	36,530	53,155
Museum Restricted	4200	1,077	-	-	1,077
Acting Out: 2015 Symposium & Performance	4250	5,500	-	-	5,500
Shedding Skinn Live Paint Event	4254	5,113	-	-	5,113
USDoE - Title III IAIA Development	4427	32,460	-	36,490	68,950
USDoE - Title III Institutional Aid	4536	12,801	-	82,685	95,486
NMHED - Academic Building Roof	4539	28,248	-	4,751	32,999
USDA Rural Development Agreement	4839	6,833	-	-	6,833
College and Career Readiness Program	4840	27,636	-	-	27,636
Cochiti Pueblo Agricultural Project	4841	-	3,000	-	3,000
USDA - Student Research Experience & Visiting	4922	778	1,132	-	1,910
USDA - IAIA Seed Library Yr 1	4925	28,637	-	-	28,637
USDA - Student AG. Research	4926	20,010	10,441	-	30,450
Celebrating 50 Years Capital Campaign	6152	50	-	-	50
Multi-Purpose Building Capital Campaign - Trust	6171	48,338	-	-	48,338
Cinematic Arts Department	4100/180	-	2,600	-	2,600
Balzer Contemporary Edge Gallery	4100/185	10,000	-	-	10,000
Eco Ambassador Program 2015-2016	4150/01	-	4,000	-	4,000
City of Santa Fe Arts Commission	4403/06	-	14,000	-	14,000
USDoE Title III - MFA Curriculum & Academic Support	4430/02	35,959	-	-	35,959
USDoE Title III - Institutional Advancement Alumni	4430/03	16,816	8,425	5,805	31,046
USDoE Title III - IAIA Outreach Program	4430/04	13,514	6,797	4,379	24,690
USDoE Title III - Academics Visiting Faculty Program	4430/05	12,545	8,257	8,506	29,309
USDoE Title III - Technology For Student Success	4430/06	13,266	6,353	4,422	24,040
USDOE Title III - Enviromental Health & Safety	4430/07	-	-	1,935	1,935
USDoE Title III - Archive Shelving	4430/10	54,835	-	-	54,835
USDA - Capacity Bldg in Outreach & Land Grant Yr 3	4921/02	229	652	-	881
USDA Edctonl Wrkshps & Summer Youth Camps Yr2	4924/02	27,068	12,436	-	39,504
TOTAL - RESTRICTED		\$ 441,896	\$ 90,277	\$ 185,502	\$ 717,675
GRAND TOTAL		\$ 479,140	\$ 202,866	\$ 185,502	\$ 867,507

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

RESOLUTION # 2017 - 001

November 10, 2016

Whereas, the Finance and Administration Committee of IAIA have reviewed and recommended the attached tuition and fee schedule, to set tuition fees through the 18-19 academic year; and

Whereas, the President of IAIA concurs with the recommendation of the Finance and Administration Committee and recommends adoption of the attached tuition and fee schedule;

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 adopts the attached tuition and fee schedule.

Offered by: _____

Seconded by: _____

Vote: Aye _____ Nay _____

Attachments: Yes **X** No _____

Deborah Goodman, Secretary

Tuition and fees schedule, per FASC committee recommendations: requires subsequent board resolution

Description of Charge	2013-14 AY	2014-15 AY	2015-16 AY	2016-17 AY	2017-18 AY	2018-19 AY	FASC actions and notes	Notes about applicability of charges
Tuition	1,680	1,800	2,110	2,230	2,350	2,350	This is to be increased by \$10 per cr/hr each yr., through 18-19	Tuition based on full class load - one semester
19 Meal Plan	1,855	1,988	2,330	2,462	2,595	2,730	This is to be increased by the same % as tuition, through 18-19	Room and Board costs - based on student selection
14 Meal Plan	1,367	1,465	1,717	1,815	1,913	2,012	This is to be increased by the same % as tuition, through 18-19	Room and Board costs - based on student selection
Room	1,548	1,641	1,740	1,844	1,955	2,072	This is to increase by 6% each yr, through 18-19	Room and Board costs - based on student selection
Single Room	2,298	2,391	2,490	2,594	2,705	2,822	Always \$750 more than standard double	Room and Board costs - based on student selection
Family Housing	3,734	3,842	3,957	4,076	4,198	4,324	3% increase each year, approved by FASC, through FY18-19	Room and Board costs - based on student selection
Family Housing Fee	250	250	250	250	250	250	No scheduled increase stipulated-need to revisit after 18-19	Non Refundable; used for background check
Housing Deposit	100	100	100	100	100	100	No scheduled increase stipulated-need to revisit after 18-19	Refundable once student leaves
Activity Fee	25	25	30	35	40	45	Per Semester - \$5 increase per yr.-need to revisit after 18-19	Funds the Fitness Center ; paid by all students every semester
Application Fee	25	25	25	25	25	25	No scheduled increase stipulated-need to revisit after 18-19	Non-refundable
Technology Fee	25	25	30	35	40	45	Per Semester - \$5 increase per yr.-need to revisit after 18-19	Paid by all students every semester
ASG Fee	50	50	50	50	50	50	Per Semester - No scheduled increase stipulated-need to revisit after 18-19	Paid every semester for degree seeking students
Duplicate Diploma Fee	30	30	40	40	40	40	Held flat-need to revisit after 18-19	Paid upon student request for new diploma
Graduation Fee	45	45	60	60	60	60	Held flat-need to revisit after 18-19	Paid one time for graduation
Key Deposit and Mailbox Fee	20	20	20	20	20	20	No scheduled increase stipulated-need to revisit after 18-19	Paid by all on-campus students; \$10.00 replacement fee
Returned Check Fee	25	25	30	30	35	35	Flat \$5 increase approved-need to revisit after 18-19	Paid by student when check is bounced
Student ID replacement	20	20	20	20	20	20	No scheduled increase stipulated-need to revisit after 18-19	Paid by student when lost
Studio Fee	40	40	45	50	55	60	Per Course- \$5 increase per yr.-need to revisit after 18-19	Charged per Studio course; per semester
Transcript Fee	2	5	5	5	5	5	No scheduled increase stipulated-need to revisit after 18-19	Paid by students when needed
Classroom/Library Deposit	50	50	75	75	75	75	Held flat-need to revisit after 18-19	Paid by all students; one-time and is refundable



Institute of American Indian and Alaska Native
Culture and Arts Development
Financial Statements
September 30, 2015 and 2014

Institute of American Indian and Alaska Native Culture and Arts Development

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INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT

Official Roster

September 30, 2015

Board of Trustees:

Voting Members

Position

Loren Kieve	Chair
Brenda L. Kingery	Vice-Chair
Barbara Davis Blum	Treasurer
Deborah Goodman	Secretary
Cynthia Chavez Lamar	Member at Large
Bitdah N. Becker	Trustee
Princess Daazhraii Johnson	Trustee
Kristine Miller	Trustee
Barbara Ells	Trustee
JoAnn Balzer	Trustee
Sonya Kelliher-Combs	Trustee

Non-Voting Members

Dr. Robert Martin	President
Don Young	Congressman
Ben Ray Lujan	Congressman
Del Curfman	President, Associated Student Government

Institute Administration

Dr. Robert Martin	President
Charlene Teters	Academic Dean
Carmen Henan	Dean of Student Life
Charlene Carr	Interim Director, Center for Lifelong Education
Laurie Logan-Brayshaw	Director of Office of Sponsored Programs
Dr. Bill Sayre	Director of Institutional Research
Alex Shapiro	Director of Institutional Advancement
Patsy Phillips	Director of Museum of Contemporary Native Arts
Lawrence Mirabal	Chief Financial Officer
Nena Anaya	Chief Enrollment and Retention Officer
Jacque King	Executive Assistant to the President

INDEPENDENT AUDITOR'S REPORT

Board of Trustees
Institute of American Indian and
Alaska Native Culture and Arts Development
Santa Fe, New Mexico

Report on the Financial Statements

We have audited the accompanying financial statements of the business-type activities, the discretely presented component unit, and the aggregate remaining fund information of the Institute of American Indian and Alaska Native Culture and Arts Development ("IAIA") as of and for the year ended September 30, 2015 and the related notes to the financial statements, which collectively comprise IAIA's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. The financial statements of the Institute of American Indian Arts Foundation were not audited in accordance with *Government Auditing Standards*.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor

considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the business-type activities, the discretely presented component unit of IAIA, and the aggregate remaining fund information as of September 30, 2015, and the respective changes in financial position and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 5 through 12 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

The financial statements of IAIA as of and for the year ended September 30, 2014 were audited by other auditors whose report dated February 20, 2015 expressed an unmodified opinion on those statements.

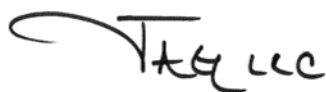
Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise IAIA's basic financial statements. The schedule of expenditures of federal awards as required by Office of Management and Budget Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations is presented for purposes of additional analysis and is not a required part of the basic financial statements. The accompanying combining statements of net position and combining statements of changes in revenues, expenses, and net position are presented for purposes of additional analysis and are not a required part of the basic financial statements.

The schedule of expenditures of federal awards, combining statements of net position and combining statements of revenues, expenses, and changes in net position are the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards, combining statements of net position and combining statements of revenues, expenses, and changes in net position are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

Other Reporting Required by *Government Auditing Standards*

In accordance with Government Auditing Standards, we have also issued our report dated February 19, 2016 on our consideration of IAIA's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards in considering the IAIA's internal control over financial reporting and compliance.



Jaramillo Accounting Group LLC (JAG)

Albuquerque, New Mexico
February 19, 2016

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
MANAGEMENT'S DISCUSSION AND ANALYSIS
SEPTEMBER 30, 2015 AND 2014

The unaudited Management's Discussion and Analysis (MD&A) for the Institute of American Indian and Alaska Native Culture and Arts Development (IAIA or the Institute) is required as supplemental information under the Governmental Accounting Standards Board's (GASB) reporting model. It is designed to assist readers in understanding the accompanying financial statements and provides an objective, easily readable analysis of IAIA's financial activities based on currently known facts, decisions, and conditions. We encourage readers to consider the information presented here in conjunction with the financial statements.

BASIC FINANCIAL STATEMENTS

Overall Approach

The Institute's financial statements have been prepared in accordance with GASB Statement number 35, Basic Financial Statements—and Management's Discussion and Analysis—for Public Colleges and Universities. IAIA qualifies for Business Type Activity Reporting under GASB 35 and the accompanying financial statements present the Institute as a single aggregate business type activity. The required financial statements are the Statement of Net Position (balance sheet), the Statement of Revenues, Expenses, and Changes in Net Position (operations statement), and the Statement of Cash Flows. Combining information in these financial statements indicate how major fund groups and functional expenses were aggregated to arrive at financial statement totals.

Statement of Net Position

The Statement of Net Position presents all assets and liabilities and net position of the Institute as of the end of the fiscal year. The purpose of the statement is to present a snapshot of the Institute's financial position to the readers of the financial statements. The data in the Statement of Net Position aids readers in determining the assets available to continue the operations of the Institute and discloses how much the Institute owes to its various creditors. Finally, it provides a picture of net position and their availability for expenditure by the Institute. A sustained increase in net position over time is one indicator of the financial health of the Institute.

Statement of Revenues, Expenses, and Changes in Net Position

The operating and non-operating activities creating changes in the Institute's total net position are presented in the Statement of Revenues, Expenses, and Changes in Net Position. The purpose of this statement is to present all revenues received and accrued, all expenses paid and accrued, and gains or losses from investments and capital assets. Operating revenues and expenses are those received or paid for providing goods and services to the various customers and constituencies.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
MANAGEMENT'S DISCUSSION AND ANALYSIS
SEPTEMBER 30, 2015 AND 2014

BASIC FINANCIAL STATEMENTS (CONTINUED)

Non-operating revenues received are those for which goods and services are not directly provided. Federal appropriations and gifts are classed as non-operating items, although they provide the majority of our funding for paying the operating expenses of the Institute. The Institute expects to show an operating loss before inclusion of these non-operating revenues, like most public institutions.

Statement of Cash Flows

The Statement of Cash Flows presents detailed information on the cash inflows and outflows of the Institute and helps readers assess the ability of the Institute to generate future cash flows to meet obligations. Sources and uses of cash are segregated into four sections. Cash flows from operating activities details related cash inflows and outflows and shows the net cash used in or provided by operations. The cash flows from non-capital financing activities disclose the Institute's federal appropriations and non-capital gifts. Cash flows from capital and related financing activities present cash used for the acquisition and construction of capital (long-term) assets. Cash flows from investing activities reflect investment purchases and sales and investment income.

ANALYSIS OF FINANCIAL POSITION AND RESULTS OF OPERATIONS

A summary of key financial data of the Institute follows at September 30, 2015 and 2014:

	2015	2014	Increase (Decrease)
Current assets	\$ 6,956,049	\$ 5,632,833	\$ 1,323,216
Capital assets, net of accumulated depreciation	51,244,161	52,127,053	(882,892)
Long-term investments	5,625,041	6,311,837	(686,796)
Restricted cash	482,457	477,775	4,682
Total assets	<u>\$ 64,307,708</u>	<u>\$ 64,549,498</u>	<u>\$ (241,790)</u>
Quick ratio	1.81	1.73	

Assets for 2015 have decreased, primarily due to poor investment returns, as the result of difficult market conditions. Additionally, significant additions were made to capital assets, through completed construction projects, in 2014. Not only did this drop in construction activity cause disparity between years, but the increased depreciation load on the new assets magnified this effect. Strong additions to current assets helped to mitigate these decreases.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
MANAGEMENT'S DISCUSSION AND ANALYSIS
SEPTEMBER 30, 2015 AND 2014

ANALYSIS OF FINANCIAL POSITION AND RESULTS OF OPERATIONS
(CONTINUED)

The quick ratio, which compares liquid current assets (cash and receivables) to certain current liabilities, is a measure of liquidity, an indicator of the Institute's ability to meet its current debt obligations. A ratio > 1 is considered a healthy amount of liquidity. For 2015, IAIA achieved a quick ratio > 1. Note that the fiscal year-end for IAIA falls just at the beginning of the new academic year and before the next year's federal appropriation is available. Accordingly, cash has historically been at a low point at year-end. However, careful cash forecasting and related planning in recent years have worked mitigate this yearly, cyclical issue.

	2015	2014	Increase (Decrease)
Current liabilities	\$ 3,850,948	\$ 3,259,523	\$ 591,425
Non-current liabilities	6,583,493	6,780,860	\$ (197,367)
Total liabilities	<u>\$ 10,434,441</u>	<u>\$ 10,040,383</u>	<u>\$ 394,058</u>

The increase in current liabilities arises primarily from the timing of year-end accounts payable accruals, as well as a significant increase to unearned revenue. The increase to unearned revenue represents a higher amount of fall tuition and auxiliary revenue, due to increased enrollment. This revenue is typically deferred to the subsequent fiscal year. It also incorporates a higher level of grant funding that was received by year end, but not yet expended. Non-current liabilities are comprised of a construction loan from the New Mexico Finance Authority to build the Student Residence Center. This debt was further reduced in 2015.

	2015	2014	Increase (Decrease)
Net investment in capital assets	\$ 44,463,301	\$ 45,156,014	\$ (692,713)
Restricted	5,084,890	4,724,381	360,509
Unrestricted	4,539,589	4,938,661	(399,072)
Total net position	<u>\$ 54,087,780</u>	<u>\$ 54,819,056</u>	<u>\$ (731,276)</u>

The decrease in net position in 2015 was driven primarily by changes in three key areas. Because construction projects slowed significantly from 2014 and depreciation was increased, capital assets experienced a significant downward change. This change, coupled with increases to unearned revenue liability, as well as negative investment returns, produced the resulting negative shift in net position. It should be noted that strong, positive results in other asset categories, as well as reductions to the long-term debt liability, helped to offset these downward drivers.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
MANAGEMENT'S DISCUSSION AND ANALYSIS
SEPTEMBER 30, 2015 AND 2014

ANALYSIS OF FINANCIAL POSITION AND RESULTS OF OPERATIONS
(CONTINUED)

	2015	2014	Increase (Decrease)
Operating revenues	\$ 6,066,841	\$ 4,873,156	\$ 1,193,685
Operating expenses	17,200,793	16,368,574	(832,219)
Non-operating revenue	9,868,689	11,064,865	(1,196,176)
Capital grants	533,987	2,792,049	(2,258,062)
Net position, beginning of year	54,819,056	52,457,560	2,361,496
Net position, end of year	<u>\$ 54,087,780</u>	<u>\$ 54,819,056</u>	<u>\$ (731,276)</u>

The operating revenue increase reflects strong growth in tuition and fee revenue, as well as increases to government grants and contracts. Enhanced auxiliary revenue was also a contributing factor.

Operating expenses increased in 2015, primarily in education and general, as well as auxiliaries. This upswing stemmed from higher operating costs associated with the growing physical plant and larger enrollment. Overall, the rate of increase in expenses did not match the rate of revenue growth.

The non-operating revenue decrease was substantial. This was driven almost entirely by an overall downward change in investment income of almost \$870,000. At the 2014 year end, most market categories and indexes were experiencing significant losses.

Finally, capital grants decreased sharply in 2015, due to the completion of significant construction projects, in 2014.

Description of Capital Assets and Long-Term Debt Activity

Capital assets decreased by \$882,892, due primarily to very little construction activity in 2015, and continued depreciation on the physical plant. The depreciation was driven by significant, depreciable capital assets that were added in recent years and is completely expected.

IAIA entered into a debt agreement with New Mexico Mortgage Finance Authority in 2007 to finance a new Student Resident Center. The 2015 year-end balance on this debt was \$6,780,860. Repayment of principal on this loan totaled \$190,179.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
MANAGEMENT'S DISCUSSION AND ANALYSIS
SEPTEMBER 30, 2015 AND 2014

ANALYSIS OF FINANCIAL POSITION AND RESULTS OF OPERATIONS
(CONTINUED)

Overall Financial Analysis of Operations

In 2015, IAIA continued to add programs and outreach initiatives. The overall operating loss, a normal expectation for many public institutions, was \$11,133,952, compared to a 2014 loss of \$11,495,418. The federal appropriation, coupled with other non-operating revenues, resulted in a reduction to net position of \$731,276, which compares to an increase of \$2,361,496 in 2014. IAIA experienced investment losses in 2015 of \$272,491, which compares to a 2014 gain of \$597,578. This change in investment return is in line with general market conditions for the fiscal year, overall. IAIA maintained a line-of-credit balance of \$0 throughout 2015 and 2014.

Assets decreased slightly in 2015, driven primarily by investment performance and fewer capital asset additions. At the same time, liabilities increased slightly. This was almost entirely attributable to a higher amount of unearned revenue, at fiscal year-end. The result was a reduction to net position for IAIA at year end. This is to be expected, after experiencing periods of high capital asset growth, coupled with an increase in deferred revenue drivers, such as tuition and fees.

CURRENTLY KNOWN FACTS, DECISIONS, OR CONDITIONS

IAIA is funded by Congress on an annual basis through appropriation. The annual appropriation has fluctuated since 1982 depending on the budget process, the political makeup, and the political will of Congress. The 2011 appropriation was \$8.3 million. The 2012 appropriation was \$8.53 million, which served as the initial appropriation amount for 2013 as well, until it was reduced by over \$500,000, due to the sequester. In 2014, however, the appropriation rebounded by almost 14%, to \$9.37 million. In 2015, the appropriation increased slightly, to \$9.47 million.

Center for Lifelong Education

The Center for Lifelong Education (CLE) represents the tribal outreach, technical services, extended education, and cultural exchange component of the Institute. The CLE provides a multi-faceted range of high quality outreach education, training, technical assistance and capacity development opportunities for Indigenous people and tribes. Organizational and programming priorities designed to strengthen IAIA-CLE services include: educational extension and tribal outreach, partnership development, international cultural exchanges and collaboration with the College of Contemporary Native Arts and the Museum of Contemporary Native Arts to sponsor learning opportunities for the students and community.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
MANAGEMENT'S DISCUSSION AND ANALYSIS
SEPTEMBER 30, 2015 AND 2014

CURRENTLY KNOWN FACTS, DECISIONS, OR CONDITIONS (CONTINUED)

Multi-dimensional programs and services in nine priority areas support the IAIA mission and provide assistance to tribes and Native communities to exercise self-determination and sovereignty in major areas of governance and community development. Programs include: 1) arts and humanities, 2) culturally based economic development, 3) culture, language and land, 4) education and youth, 5) family, community and world development, 6) health and wellness, 7) law and justice, 8) leadership and tribal governance, and 9) technology.

The Center's focus on indigenous ways of learning and knowing are evident in the educational offerings, technical assistance, and learning opportunities provided to tribes, indigenous partners, students, and tribal communities. This priority reflects a long-term strategic commitment and relationship with tribes and indigenous communities that will serve to promote individual and tribal self-sufficiency, strengthen families, and support tribal capacity.

Programmatic Need and Approach

Native American tribes and Alaska Natives, and their people on reservations and in urban areas, continue to face persistent economic, educational, social and health challenges with fragmented approaches to foster community change. At the same time, local resources and expanded opportunities to develop community based systemic solutions to appropriately address and impact these realities and needs are extremely limited. IAIA represents the application of culture-based values, ideas, perspectives, and approaches that emphasize self-determination, self-empowerment, and community development through its services, assistance, and activities. IAIA supports individual and collective efforts in developing systemic, culturally-derived solutions through customized programming to address tribal and community needs in the nine priority areas of service described above. The culturally-derived approaches and outreach services that foster the strengthening of individuals, families, tribes and communities in the manner described is integral to the IAIA mission. In addition, the Institute partners with individuals and organizations in indigenous and non-indigenous communities throughout the United States and the world who are willing to collaborate in ways that lead to appropriate, sustainable, and productive social and community change.

Target Geographic Area

IAIA serves a diverse constituency locally, nationally and internationally. Locally, IAIA serves the City of Santa Fe and the immediately surrounding Pueblos of the Eight Northern Indian Pueblo Council, Inc. and the All Indian Pueblo Council. Regionally, the Institute serves the highly-concentrated Four Corners Region and tribes throughout the states of New Mexico, Arizona, Utah, and Colorado. Nationally, IAIA provides tribal outreach services to many of the 565 federally recognized tribes - including Hawaiian Natives and Alaskan Native communities and urban-based Native individuals.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
MANAGEMENT'S DISCUSSION AND ANALYSIS
SEPTEMBER 30, 2015 AND 2014

CURRENTLY KNOWN FACTS, DECISIONS, OR CONDITIONS (CONTINUED)

Principles of Practice

IAIA, The Museum of Contemporary Native Arts, and Center for Lifelong Education, have continued to evolve and develop their organizational capacity and programming in accordance with the college's vision, guiding principles, and mission.

The following organizational practices promote collaboration, respect, and unity of effort toward success:

1. Ensure that IAIA Board of Trustee involvement is evident in the Institute's vision, concept, and operational model development and implementation.
2. Develop a defined (consistent), yet open process to insure the active involvement, consultation, and inclusion of all partners, tribes, and stakeholders in continual improvement and development of IAIA.
3. Adhere to empowering practices that include: positive non-violent communication, collaboration, and coordination in all program visioning and strategic planning.
4. Support our staff with personal, cultural, and professional growth opportunities to insure that tribes and partners, tribes' indigenous communities and other stakeholders receive the highest quality of support and services.
5. Accord all persons and groups appropriate recognition, dignity, and respect.
6. Employ practices that recognize, strengthen, and support the cultural, political, and sovereign voices of indigenous people and tribal communities.
7. Maintain the highest professional and ethical standards in relations, work performance, contracting, and collaborations.
8. Insure that all applicable programmatic, budget, financial compliance, internal controls, and accountability practices are strictly followed.
9. Respond promptly to all stakeholder and partner needs and concerns.
10. Continually reassess viability and validity of planning and operational approaches, methods, and activities and evaluate for appropriateness and impact.
11. Use traditional tribal protocols, values, and practices to guide interactions, coordination, assessments, and program development for tribal communities, tribes, and indigenous partners.
12. Use IAIA core values, mission, and guiding principles to guide strategic planning, inclusion, organizational development, stakeholder relationships, programming, collaborations, and services to clients, tribes, and indigenous communities.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
MANAGEMENT'S DISCUSSION AND ANALYSIS
SEPTEMBER 30, 2015 AND 2014

CURRENTLY KNOWN FACTS, DECISIONS, OR CONDITIONS (CONTINUED)

IAIA has forged many partnerships that enhance the availability of resources to Indian tribes, students, and alumni. A partial list is provided below:

The National Endowment for the Humanities	All Indian Pueblo Council, Inc.
U.S. Department of Agriculture	NM State Legislature
The Marguerite Casey Foundation	National Museum of the American Indian
The NM Governor's Office	NM MISP & Film Office
Eight Northern Indian Pueblos, Inc.	The Oneida Tribe of Wisconsin
American Indian Higher Education Consortium	The Ford Foundation
Housing and Urban Development	American Indian College Fund
U.S. Department of Education	NACUBO
U.S. Department of Defense	The Walt Disney Corporation

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
STATEMENT OF NET POSITION
SEPTEMBER 30, 2015

	Institute / Trust	Foundation
ASSETS		
Current assets		
Cash and cash equivalents	\$ 1,705,990	191,312
Accounts receivable, net	1,722,130	-
Investments	3,074,825	-
Inventory, net	248,044	-
Prepays and other assets	205,060	-
Due from Foundation	171,772	-
Total current assets	7,127,821	191,312
Non-current assets		
Cash and cash equivalents - restricted	482,457	-
Investments	5,625,041	-
Capital assets, net	51,244,161	-
Total non-current assets	57,351,659	-
Total assets	64,479,480	191,312
LIABILITIES		
Current liabilities		
Accounts payable and accrued expenses	1,485,267	-
Due to Institute	-	171,772
Long-term debt - current portion	197,367	-
Unearned revenue	2,125,573	-
Total current liabilities	3,808,207	171,772
Long-term debt - less current portion	6,583,493	-
Total liabilities	10,391,700	171,772
NET POSITION		
Unrestricted		
Quasi Endowment	2,529,788	-
Other	2,009,801	19,540
Total unrestricted	4,539,589	19,540
Restricted		
General - expendable	2,610,366	-
Endowment - expendable	30,700	-
Endowment - nonexpendable	2,443,824	-
Total restricted	5,084,890	-
Net investment in capital assets	44,463,301	-
Total net position	\$ 54,087,780	\$ 19,540

See accompanying notes.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
STATEMENT OF NET POSITION
SEPTEMBER 30, 2014

	Institute / Trust	Foundation
ASSETS		
Current assets		
Cash and cash equivalents	\$ 1,833,503	\$ 330,439
Accounts receivable, net	930,585	-
Investments	2,464,838	-
Inventory, net	256,572	-
Prepays and other assets	147,335	-
Due from Foundation	309,941	-
Total current assets	<u>5,942,774</u>	<u>330,439</u>
Non-current assets		
Cash and cash equivalents - restricted	477,775	-
Investments	6,311,837	-
Capital assets, net	<u>52,127,053</u>	<u>-</u>
Total non-current assets	<u>58,916,665</u>	<u>-</u>
Total assets	<u>64,859,439</u>	<u>330,439</u>
LIABILITIES		
Current liabilities		
Accounts payable and accrued expenses	1,366,550	-
Due to Institute	-	309,941
Long-term debt - current portion	190,179	-
Unearned revenue	<u>1,702,794</u>	<u>-</u>
Total current liabilities	<u>3,259,523</u>	<u>309,941</u>
Long-term debt - less current portion	<u>6,780,860</u>	<u>-</u>
Total liabilities	<u>10,040,383</u>	<u>309,941</u>
NET POSITION		
Unrestricted		
Quasi Endowment	2,772,495	-
Other	<u>2,166,166</u>	<u>-</u>
Total unrestricted	<u>4,938,661</u>	<u>-</u>
Restricted		
General - expendable	2,074,979	20,498
Endowment - expendable	52,485	-
Endowment - nonexpendable	<u>2,596,917</u>	<u>-</u>
Total restricted	<u>4,724,381</u>	<u>20,498</u>
Net investment in capital assets	<u>45,156,014</u>	<u>-</u>
Total net position	<u>\$ 54,819,056</u>	<u>\$ 20,498</u>

See accompanying notes.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
FOR THE YEAR ENDED SEPTEMBER 30, 2015

	Institute / Trust	Foundation
OPERATING REVENUES		
Student tuition and fees	\$ 1,491,238	\$ -
Government grants and contracts	1,130,270	-
Private grants and contracts	1,516,920	-
Auxiliary enterprise revenues	1,752,885	-
Contributions	-	949,088
Other operating income	175,528	-
Total operating revenues	<u>6,066,841</u>	<u>949,088</u>
OPERATING EXPENSES		
Educational and general	10,911,580	-
Private grants and contracts	1,378,443	-
Depreciation	1,835,861	-
Government grants and contracts	1,274,390	-
Auxiliary enterprises	1,560,729	-
Distributions to the Institute	-	853,924
Other operating expenses	239,790	96,122
Total operating expenses	<u>17,200,793</u>	<u>950,046</u>
Operating loss	<u>(11,133,952)</u>	<u>(958)</u>
NON-OPERATING REVENUES (EXPENSES)		
Federal appropriation	9,469,000	-
Pell grants	798,635	-
Other non-operating income, net	121,438	-
Interest on capital asset-related debt	(247,893)	-
Investment (loss)	(272,491)	-
Total non-operating revenues	<u>9,868,689</u>	<u>-</u>
CAPITAL GRANTS		
Federal and state grants	441,833	-
Private grants	92,154	-
Total capital grants	<u>533,987</u>	<u>-</u>
Change in net position	(731,276)	(958)
Net position, beginning of year	<u>54,819,056</u>	<u>20,498</u>
Net position, end of year	<u>\$ 54,087,780</u>	<u>\$ 19,540</u>

See accompanying notes.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
FOR THE YEAR ENDED SEPTEMBER 30, 2014

	Institute / Trust	Foundation
OPERATING REVENUES		
Student tuition and fees	\$ 1,117,666	\$ -
Government grants and contracts	659,526	-
Private grants and contracts	1,393,893	-
Auxiliary enterprise revenues	1,579,179	-
Contributions	-	2,068,709
Other operating income	122,892	-
Total operating revenues	<u>4,873,156</u>	<u>2,068,709</u>
OPERATING EXPENSES		
Educational and general	10,167,854	-
Private grants and contracts	1,370,723	-
Depreciation	1,925,145	-
Government grants and contracts	1,484,064	-
Auxiliary enterprises	1,232,695	-
Distributions to the Institute	-	2,195,758
Other operating expenses	188,093	74,647
Total operating expenses	<u>16,368,574</u>	<u>2,270,405</u>
Operating loss	<u>(11,495,418)</u>	<u>(201,696)</u>
NON-OPERATING REVENUES (EXPENSES)		
Federal appropriation	9,369,000	-
Pell grants	743,588	-
Other non-operating income, net	633,211	-
Interest on capital asset-related debt	(278,512)	-
Investment income	597,578	-
Total non-operating revenues	<u>11,064,865</u>	<u>-</u>
CAPITAL GRANTS		
Federal and state grants	2,628,805	-
Private grants	163,244	-
Total capital grants	<u>2,792,049</u>	<u>-</u>
Change in net position	2,361,496	(201,696)
Net position, beginning of year	<u>52,457,560</u>	<u>222,194</u>
Net position, end of year	<u>\$ 54,819,056</u>	<u>\$ 20,498</u>

See accompanying notes.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED SEPTEMBER 30, 2015 AND 2014

	Institute / Trust	
	2015	2014
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash received from student tuition and fees	\$ 1,491,238	\$ 1,117,666
Cash received from auxiliary enterprises	1,752,885	1,579,179
Cash received from other operating activities	175,528	122,892
Cash received from grants	641,071	1,116,712
Cash paid for educational and general expenses	(10,851,482)	(10,167,854)
Cash paid for interest	(247,893)	(278,512)
Cash paid for grant related expenses	(1,274,390)	(1,232,695)
Cash paid for auxiliary enterprises	(1,560,729)	(1,484,064)
Cash paid for other operating activities	(239,790)	(188,093)
Net cash used in operating activities	<u>(10,113,562)</u>	<u>(9,414,769)</u>
CASH FLOW FROM NON-CAPITAL FINANCING ACTIVITIES		
Cash received from federal appropriations	9,469,000	9,369,000
Cash received from contributions for other than capital purposes	481,727	1,560,500
Net cash provided by non-capital financing activities	<u>9,950,727</u>	<u>10,929,500</u>
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
Cash received from capital grants	533,987	2,792,049
Acquisition of capital assets	(952,969)	(2,454,883)
Payments on long-term debt	(190,979)	(183,324)
Net cash (used in) provided by capital and related financing activities	<u>(609,961)</u>	<u>153,842</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchases of investments	(4,686,285)	(12,515,536)
Sales of investments	5,068,428	11,383,632
Investment income	263,140	175,792
Net cash provided by (used in) investing activities	<u>645,283</u>	<u>(956,112)</u>
Net (decrease) increase in cash and cash equivalents	(127,513)	712,461
Cash and cash equivalents, end of year	1,833,503	1,121,042
Cash and cash equivalents, beginning of year	<u>\$ 1,705,990</u>	<u>\$ 1,833,503</u>

See accompanying notes.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
STATEMENTS OF CASH FLOWS (CONTINUED)
FOR THE YEARS ENDED SEPTEMBER 30, 2015 AND 2014

	Institute / Trust	
	2015	2014
RECONCILIATION OF OPERATING LOSS TO NET CASH (USED IN) OPERATING ACTIVITIES		
Operating loss	\$ (11,133,952)	\$ (11,495,418)
Adjustments to reconcile operating loss to net cash used by operating activities		
Depreciation expense	1,835,861	1,925,145
In-kind museum rent received	(438,346)	(413,409)
Changes in assets and liabilities:		
Receivables, net	(1,007,593)	906,783
Inventory, net	8,528	12,357
Prepays and other assets	(57,725)	(17,339)
Due from Foundation	138,169	(309,941)
Accounts payable and accrued expenses	118,717	(72,407)
Unearned revenue	422,779	49,460
Net cash used in operating activities	<u>\$ (10,113,562)</u>	<u>\$ (9,414,769)</u>

Supplemental disclosure of cash flow information

Interest paid in cash	<u>\$ 247,893</u>	<u>\$ 278,512</u>
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	Foundation	
	2015	2014
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash received from contribution activities	\$ 949,088	\$ 2,068,709
Cash distributed to Institute	(992,093)	(1,917,815)
Cash used in operations	(96,122)	(74,647)
Net cash (used in) provided by operating activities	<u>(139,127)</u>	<u>76,247</u>
Net (decrease) increase in cash and cash equivalents	(139,127)	76,247
Cash and cash equivalents, end of year	330,439	254,192
Cash and cash equivalents, beginning of year	<u>\$ 191,312</u>	<u>\$ 330,439</u>

**RECONCILIATION OF OPERATING LOSS TO NET CASH
(USED IN) PROVIDED BY OPERATING ACTIVITIES**

Operating loss	\$ (958)	\$ (201,696)
Adjustments to reconcile operating loss to net cash used by operating activities		
Changes in assets and liabilities:		
Due to Institute	(138,169)	277,943
Net cash (used in) provided by operating activities	<u>\$ (139,127)</u>	<u>\$ 76,247</u>

See accompanying notes.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
STATEMENT OF FIDUCIARY NET POSITION
SEPTEMBER 30, 2015 AND 2014

	<u>2015</u>	<u>2014</u>
ASSETS		
Marketable securities and other investments	<u>\$ 390,429</u>	<u>\$ 522,719</u>
 NET POSITION		
Pension plan participants' benefits	<u>\$ 390,429</u>	<u>\$ 522,719</u>

See accompanying notes.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
STATEMENT OF CHANGES IN FIDUCIARY NET POSITION
FOR THE YEARS ENDED SEPTEMBER 30, 2015 AND 2014

	2015	2014
ADDITIONS		
Investment earnings	\$ 4,616	\$ 3,343
Employee contributions	16,430	20,497
Investment gains	-	36,688
Total additions	<u>21,046</u>	<u>60,528</u>
DEDUCTIONS		
Investment losses	1,640	-
Distributions to participants	151,253	2,650
Other activity	443	423
Total deductions	<u>153,336</u>	<u>3,073</u>
Change in net position	(132,290)	57,455
Net position - beginning	<u>522,719</u>	<u>465,264</u>
Net position - ending	<u>\$ 390,429</u>	<u>\$ 522,719</u>

See accompanying notes.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2015 AND 2014

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A summary of significant accounting policies consistently applied in the preparation of the accompanying financial statements follows:

Organization. The Institute of American Indian and Alaska Native Culture and Arts Development (IAIA or the Institute) is a congressionally chartered college serving Native Americans, the nation, and international communities. IAIA began operation under an act of Congress known as the American Indian, Alaska Native, and Native Hawaiian Culture and Art Development Act: Public Law 99-948, dated October 17, 1986 (enabling legislation). Its mission is to provide education and instruction in the scholarly study and preservation of Indian art and culture. IAIA also educates the general public through the IAIA Museum—the National Collection of Contemporary Indian Art. IAIA's focus is on teaching, learning, and outreach to preserve Indian culture from the past and to expand personal growth and opportunity, and improve quality of life for its students and stakeholders. The enabling legislation exempted IAIA from all taxation imposed by the United States, by any Indian Tribe, or by any state or political subdivision. In fiscal 2003, IAIA filed for, and was granted, treatment as a nonprofit entity as recognized as described by Section 501(c)(3) of the Internal Revenue Code.

IAIA is fully accredited by the National Association of Schools of Art and Design and by the North Central Association of Colleges and Schools. The accreditation was awarded on a 10-year basis in 2004. Based on its enabling legislation, its Board of Trustees (the Board), are appointed by the President of the United States and members of the United States House of Representatives and Senate sit as ex-officio members of the Board. As such and due to its federal funding through annual appropriation, it is considered a public college.

Financial statement presentation and accounting standards. Governmental Accounting Standards Board (GASB) Statement No. 35, Basic Financial Statements - and Management's Discussion and Analysis - for Public Colleges and Universities establishes accounting and financial reporting standards for public colleges and universities in conformance with the reporting model and framework of GASB 34 - Basic Financial Statements - and Management's Discussion and Analysis - for State and Local Governments.

Under GASB standards, IAIA is permitted to report as a special purpose government engaged only in Business Type Activities (BTA). BTA reporting requires IAIA to present basic financial statements and management's discussion and analysis. The financial statements include a statement of net position, a statement of revenues, expenses, and changes in net position, a statement of cash flows, notes to the financial statements and any applicable supplementary information.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2015 AND 2014

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Fund financial statements and budget information are not required for BTA reporting.

Basis of accounting. For financial reporting purposes, IAIA is considered a special-purpose government entity engaged only in Business Type Activities (BTA). Accordingly, IAIA's financial statements have been presented using the economic resources measurement focus and the accrual basis of accounting. Under the accrual basis, revenues are recognized when earned and expenses are recorded when an obligation has been incurred.

The Governmental Accounting Standards Board provides additional guidance to determine whether certain organizations, for which the primary government is not financially accountable, should be reported as component units, based on the nature and significance of their relationship with the primary government.

Under this criteria, IAIA has two component units. One component unit meets the definition of a blended component unit and is blended into the reporting entity. The other component unit is not blended into the reporting entity but is discretely presented separate from the reporting entity.

IAIA Trust. The IAIA Trust (the Trust) meets the criteria for a blended component unit, which is a separately incorporated nonprofit entity controlled by IAIA, recognized and described by section 501(c)(3) of the Internal Revenue Code. IAIA's board oversees the Trust.

Financial details of the Trust can be found in the combining statements of net position and the combining statements of revenues, expenses, and changes in net position located in the supplementary information section of the financial statements.

IAIA Foundation. During fiscal year 2010, IAIA formed a second component unit called the IAIA Foundation (Foundation) and is a separately incorporated nonprofit entity created to support IAIA. A majority of the Foundation's board members are independent of IAIA.

The IAIA Foundation, is the "Discrete Component Unit" referred to throughout this document. The Foundation received its 501(c)(3) designation in September 2012 and began operating in October 2012.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2015 AND 2014

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Cash, cash equivalents, and investments. GASB Statement No. 40, Deposit and Investment Risk Disclosures amend GASB Statement No. 3, Deposits with Financial Institutions, Investments (including Repurchase Agreement), and Reverse Repurchase Agreements. GASB Statement No. 40 eliminates the custodial credit risk disclosures required for category 1 and 2 deposits and investments, but maintains disclosures for category 3. The following risk disclosures are required by GASB Statement No. 40:

Custodial Credit Risk (Category 3 Deposits and Investments). The custodial credit risk for deposits is the risk that, in the event of the failure of a depository financial institution, a government will not be able to recover deposits or will not be able to recover collateral securities that are in the possession of an outside party. Of the total investment balance at September 30, 2015, First Citizen's Bank is the custodian on \$3,517,266, Wells Fargo is the custodian on \$4,851,900, and the New Mexico Community Foundation is the custodian on the remaining \$330,700.

Credit Risk. Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations. GASB Statement No. 40 requires the disclosure of the credit quality rating on any investments subject to credit risk. IAIA does not have a credit risk policy.

Concentration of Credit Risk. The risk of loss attributed to the magnitude of a government's investment in a single issuer is referred to as concentration of credit risk. GASB Statement No. 40 requires disclosure of any issuer with more than 5 percent of total investments.

Interest Rate Risk. This is the risk that interest rate changes will adversely affect the fair value of an investment. GASB Statement No. 40 requires disclosure of maturities for any investments subject to interest rate risk. IAIA does not have an interest rate risk policy. All investments at September 30, 2015 and 2014 are either in mutual funds or a unitized pool and are not subject to interest rate risk disclosure.

Foreign Currency Risk. The risk refers to the possibility that changes in exchange rates will adversely affect the fair value of an investment or a deposit. IAIA had no foreign investments or deposits for 2015 and 2014.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2015 AND 2014

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Under policies incorporated by the enabling legislation as amended, and implemented by the Board, IAIA may invest in certificates of deposit, money market funds, mutual funds, equities, or obligations of the United States. IAIA maintains its cash depository accounts with various financial institutions and brokerage firms in New Mexico. Interest bearing deposits at financial institutions are insured by the FDIC up to \$250,000 per financial institution. Balances in these accounts may, at times, exceed the federally insured amount. IAIA has not experienced, and believes it is not exposed to, significant credit risk from these deposits.

Custodial credit risk is detailed below:

Depository Account	Bank Balance
Insured	\$ 500,000
Uninsured and uncollateralized	1,366,625
	<u>1,866,625</u>
Total deposits	\$ 1,866,625
Total deposits per bank	\$ 1,866,625
Reconciling items	<u>(160,635)</u>
Cash per financial statements	\$ 1,705,990

Investments. IAIA reports its investments in equity securities at fair value. The fair value of investments is based on quoted market prices, with the unrealized gains and losses and investment income included in the statements of revenues, expenses, and changes in net position.

Accounts receivable. IAIA has provided an allowance for doubtful accounts based on prior collection experience and current facts and circumstances to properly reflect the net realizable value of the various receivables. The Institute does not require collateral on receivables and has not experienced losses outside management's expectations.

The majority of outstanding accounts receivable balances are associated with student receivables on unpaid tuition. Contractual terms determine when receivables are overdue.

Inventory. Inventory consists of Museum shop and business development items held for resale. The inventory is valued at the lower of cost or market. Cost is determined using the first-in first-out (FIFO) method.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2015 AND 2014

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Capital assets. IAIA capitalizes property and equipment costing \$5,000 or more. Property, buildings, and equipment are stated at cost at date of acquisition or fair value at date of donation if donated. The permanent Museum collections are valued at cost at date of acquisition or fair value at the date of the gift.

Depreciation is provided using the straight-line method over the useful life of the related assets. The following useful lives have been used in determining depreciation and amortization.

Buildings and Grounds Improvement	10-39 years
Equipment, furniture, and vehicles	4-10 years
Museum building improvements	16 years
Library Books	10 years

Accrued liabilities. Accrued liabilities consist of accrued payroll, the associated payroll taxes, vacation pay accrued, and certain accrued benefits.

An accrued liability for employee vacation earned, but not taken as of the fiscal year-end, has been recorded.

Donations. All donated assets are valued and recorded in the Foundation at the fair value at the date of the gift. All donated capital assets are subsequently transferred from the Foundation to IAIA. Donated materials currently available are valued at fair value and are shown as revenue offset by an equal program cost in the current year. Gifts to the permanent collection are valued at fair value at the date of gift.

During the years ended September 30, 2015 and 2014, IAIA occupied a federally owned Museum office, display, and storage space located in downtown Santa Fe, New Mexico. The value of this donated space is recognized as donated revenue and auxiliary enterprise expense, and includes office storage, a gallery, and a retail shop. The donated value of the space for the years ended September 30, 2015 and 2014 was \$438,346 and \$413,409, respectively.

Services are recorded in the accounts of IAIA if they require specialized skills and are of a type the Institute usually has to pay for. Donated services have not been reflected in the accompanying financial statements as no services met the criteria for recognition.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2015 AND 2014

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Unearned revenues. At September 30, 2015 and 2014, IAIA had deferred the recognition of certain revenues related to government and private grants for funding received in advance of the related cost expenditures. Revenue is recorded when all eligibility requirements are met, including timing restrictions, if any.

Non-exchange transactions involving financial or capital resources are recorded when received if all eligibility and timing restrictions are met. Further, IAIA deferred the portion of fall session revenues relating to periods after September 30, 2015 and 2014, respectively.

Net position. IAIA's net position is classified as follows:

Net Investment in capital assets. Invested in capital assets, net of related debt represent IAIA's total capital assets, net of accumulated depreciation and outstanding debt obligations related to those capital assets. Debt that has been incurred but not yet expended for capital assets is not included as a component of invested in capital assets, net of related debt.

Restricted net position, expendable. Restricted net position – expendable include resources which IAIA is legally or contractually obligated to spend in accordance with restrictions imposed by external third parties.

Restricted net position, non-expendable. Restricted net position, non-expendable consist of endowment and similar type assets for which donors or other outside sources have stipulated, as a condition of the gift instrument, that the principal is to be maintained inviolate and in perpetuity, and invested for the purpose of producing present and future income, which may either be expended or added to principal.

Unrestricted net position. Unrestricted net position represent all other resources, including those derived from student tuition and fees, federal appropriations, and sales and services. These resources are used for transactions relating to the educational and general operations of IAIA and may be used at the discretion of the governing board to meet current expenses for any purpose. These resources also include auxiliary enterprises, which are substantially self-supporting activities that provide services for students, faculty, and staff.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2015 AND 2014

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Included in unrestricted net position are Board designated balances of \$2,529,788 and \$2,772,495 as of September 30, 2015 and 2014, respectively. The Board may not preclude the use of funds for general purposes, but may set aside funds for specific purposes in the absence of immediate need of funds.

Unrestricted net position is not restricted to donor specified purposes. When an incurred expense can be paid using either restricted or unrestricted funds, IAIA's policy is to first apply restricted resources, and then unrestricted available funds, to satisfy the obligation.

Federal appropriation. Under the enabling legislation establishing IAIA as an independent Federal corporation, IAIA receives an annual federal government appropriation providing funds for the operation and maintenance of IAIA. IAIA depends primarily on this appropriation to fund its ongoing activities. Funds are appropriated annually and may fluctuate. Also, Congress may rescind a portion of the appropriation during the year.

Classification of revenues and expenses. Revenues are classified as generated by either operating or non-operating sources.

Operating revenue is provided by exchange transactions such as student tuition and fees, authorized receipts from government and private grants and contracts, sales and services from auxiliary enterprises and other miscellaneous operating receipts.

Non-operating revenues are funds received without requiring that IAIA provide specific goods or services. These revenues include federally appropriated funds, student financial aid, contributions from third-parties and investment income.

Expenses incurred toward the categories described above are matched as either operating or non-operating in nature. Capital contributions received are classed as non-operating.

Reclassifications. Certain reclassifications were made to 2014 information to conform to 2015 presentation.

Use of estimates. The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2015 AND 2014

NOTE 2. ACCOUNTS RECEIVABLE

Receivables consist mainly of receivables from funding sources, tuition, short-term moving allowances, and travel advances made to employees. A summary for the years ended September 30, 2015 and 2014 is as follows:

	2015	2014
Student receivables	\$ 815,718	\$ 872,884
Grants receivable	1,035,754	250,705
Other receivables	50,735	103,013
Employee advances and receivables	17,434	8,530
Total before allowances	1,919,641	1,235,132
Allowance for doubtful accounts	(197,511)	(304,547)
Accounts Receivable, net	<u>\$ 1,722,130</u>	<u>\$ 930,585</u>

NOTE 3. CAPITAL ASSETS

Capital assets for the year ended September 30, 2015 are summarized below:

	Balance September 30, 2014	Additions	Deletions	Transfers	Balance September 30, 2015
Depreciable Capital Assets					
Buildings	\$ 53,333,182	\$ 85,505	\$ -	\$ -	\$ 53,418,687
Furniture and fixtures	2,484,234	183,226	(25,965)	-	2,641,495
Museum building improvements	4,400,759	156,936	-	-	4,557,695
Grounds improvements	570,721	7,314	-	-	578,035
Library books	318,942	84,408	(48,358)	-	354,992
Vehicles	-	47,207	-	-	47,207
Total depreciable capital assets	61,107,838	564,596	(74,323)	-	61,598,111
Accumulated depreciation	(15,917,559)	(1,835,861)	74,323	-	(17,679,097)
Net depreciable capital assets	<u>45,190,279</u>	<u>(1,271,265)</u>	<u>-</u>	<u>-</u>	<u>43,919,014</u>
Non-Depreciable Capital Assets					
Permanent museum collection	5,289,613	145,345	-	-	5,434,958
Land	1,400,001	-	-	-	1,400,001
Museum art park	229,578	-	-	-	229,578
Construction in progress	17,582	243,028	-	-	260,610
Total non-depreciable capital assets	<u>6,936,774</u>	<u>388,373</u>	<u>-</u>	<u>-</u>	<u>7,325,147</u>
Net capital assets	<u>\$ 52,127,053</u>	<u>\$ (882,892)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 51,244,161</u>

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2015 AND 2014

NOTE 3. CAPITAL ASSETS (CONTINUED)

Capital assets for the year ended September 30, 2014 are summarized below:

	Balance September 30, 2013	Additions	Deletions	Transfers	Balance September 30, 2014
Depreciable Capital Assets					
Buildings	\$ 49,479,243	\$ -	\$ -	\$ 3,853,939	\$ 53,333,182
Furniture and fixtures	4,234,692	6,464	(1,756,922)	-	2,484,234
Museum building improvements	4,400,759	-	-	-	4,400,759
Grounds improvements	581,743	-	(11,022)	-	570,721
Library books	338,549	10,534	(30,141)	-	318,942
Vehicles	131,244	-	(131,244)	-	-
Capital lease equipment	115,267	-	(115,267)	-	-
Total depreciable capital assets	59,281,497	16,998	(2,044,596)	3,853,939	61,107,838
Accumulated depreciation	(15,853,311)	(1,925,145)	1,860,897	-	(15,917,559)
Net depreciable capital assets	43,428,186	(1,908,147)	(183,699)	3,853,939	45,190,279
Non-Depreciable Capital Assets					
Permanent museum collection	5,160,513	129,100	-	-	5,289,613
Land	1,400,001	-	-	-	1,400,001
Museum art park	229,578	-	-	-	229,578
Construction in progress	1,562,736	2,308,785	-	(3,853,939)	17,582
Total non-depreciable capital assets	8,352,828	2,437,885	-	(3,853,939)	6,936,774
Net capital assets	\$ 51,781,014	\$ 529,738	\$ (183,699)	\$ -	\$ 52,127,053

In July 1991, IAIA received gifts of undeveloped land totaling a combined 139.93 acres in two plots of approximately 103.71 and 36.22 acres. The larger tract of land was restricted for construction of a campus with the smaller designated for the building of a center for research and cultural exchange. Construction of the campus was required to begin no later than 5 years after the date of the deed. The center of research and cultural exchange was required to be started no later than 10 years after the date of the deed. Unless the grantor consents in writing, both structures must be used for no other purpose other than that specified for 25 years after the date of the deed.

The initial donor requirements were met with the first phase of the campus complete and serving as the IAIA campus and cultural center. The land is reported in the financial statements at the estimated appraised fair market value of \$1,400,001 at the date of the gift. IAIA has custody and accountability of a federally owned building, located in downtown Santa Fe, New Mexico, housing the IAIA Museum and related activities. The building cost is not reflected in the financial statements as ownership remains with the federal entity.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2015 AND 2014

NOTE 3. CAPITAL ASSETS (CONTINUED)

However, extensive renovation to this building, including an art park and a re-roof, are reported as Museum building improvements and amortized over appropriate periods.

IAIA has a permanent Museum collection of Native American art and art objects. All collection items gifted to IAIA are valued at an estimated fair value at date of receipt. Purchased collection objects are valued at cost. Due to their inexhaustible nature, the permanent collections are not depreciated.

NOTE 4. INVESTMENTS

Investment balances at fair value, at September 30, 2015 and 2014, are as follows:

	2015	2014
Equity - mutual funds	\$ 3,847,957	\$ 3,522,554
Bond - mutual funds	2,296,085	3,234,105
Other - mutual funds	1,485,739	1,152,240
Money market - mutual funds	739,385	509,018
Unitized assets - NM Community Foundation	330,700	358,758
Total	<u>\$ 8,699,866</u>	<u>\$ 8,776,675</u>
Current investments	\$ 3,074,825	\$ 2,464,838
Non-current investments	5,625,041	6,311,837
	<u>\$ 8,699,866</u>	<u>\$ 8,776,675</u>

NOTE 5. LONG-TERM DEBT

Long-term debt consists of the following:

	Balance September 30, 2014	Increases	Decreases	Balance September 30, 2015	Due in One Year
NMFA Note	<u>\$ 6,971,039</u>	<u>-</u>	<u>190,179</u>	<u>6,780,860</u>	<u>\$ 197,367</u>

INSTITUTE OF AMERICAN INDIAN AND ALASKA
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NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2015 AND 2014

NOTE 5. LONG-TERM DEBT (CONTINUED)

The NMFA note is a 30-year note, payable semi-annually, bearing 4.085% interest and administrative fees and is secured by pledged non-federal auxiliary revenues. Aggregate maturities of long-term debt for each of the years succeeding September 30, 2015 are as follows:

2016	\$	197,167
2017		201,905
2018		212,835
2019		221,177
2020		229,936
Thereafter		5,717,840
		<u>\$ 6,780,860</u>

In February 2007, the IAIA Board of Trustees and the Executive Committee of the IAIA Board of Directors authorized the Institute to seek debt financing of up to \$8,000,000 for designing, developing and equipping the Center for Lifelong Education – Residence Center (CLE) and renovating existing on campus student housing. In connection with the effort, IAIA entered into a debt agreement with the New Mexico Financing Authority (NMFA) during April 2007. The agreement extended IAIA \$7,901,342 in funding, at an interest rate of 4.085%, including administration fees.

Payment of principal and interest are due semiannually. Interest payments began on November 1, 2007. Principal payments began May 1, 2009 and will end on May 1, 2037. IAIA has pledged all non-federal auxiliary revenues in support of the debt and has opened a separate investment account to hold these pledged revenues and any related interest earned.

Any earnings from program account balances are restricted for the CLE project. The loan agreement reserve account must contain either ten percent of the total of current debt principal payments outstanding, one hundred twenty-five percent of the average annual principal payments throughout the debt term, or one hundred percent of the largest principal payment required under the debt agreement. The loan agreement reserve account was allocated \$474,092 at loan funding and currently has a balance of \$474,783. This account must replenish that initial account balance after each semi-annual transfer of funds to the debt service fund account to properly remit scheduled debt payments. The account must contain scheduled debt payment amounts at least ten business days before each remittance is due. IAIA is required to comply with certain covenants and provisions in connection with its outstanding long-term debt. At September 30, 2015 and 2014, IAIA complied with all required covenants.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2015 AND 2014

NOTE 6. LINE-OF-CREDIT

IAIA has a line-of-credit agreement with a bank, accruing interest at .5% per annum above prime rate as published by the Wall Street Journal (4.25% at September 30, 2015), with a maximum availability of \$1,750,000. The line-of-credit expires May 23, 2016, and had no balance at September 30, 2015 and 2014.

NOTE 7. COMMITMENTS AND CONTINGENCIES

The amended memorandum of understanding regarding the gift of land valued at \$1,400,001 states that noncompliance with certain conditions could result in reversion of the land to the grantor. IAIA management feels it is in compliance with the specified conditions of the gift. As such, no contingency has been recorded in the accompanying financial statements.

Federal awards are subject to audit by the grantor agency. Grantees that have compliance exceptions upon audit may be subject to certain actions including recovery of funds. No such audits are outstanding at September 30, 2015.

IAIA is committed under various non-cancelable operating leases, primarily for office equipment. Future minimum operating lease commitments are as follows at September 30:

2016	\$	21,899
2017		15,223
2018		8,296
2019		3,262
	\$	<u>48,681</u>

NOTE 8. PENSION PLANS

IAIA has a defined contribution retirement plan (Plan) covering substantially all of the employees not covered by the federal plans previously described. The Plan, as generally defined in Section 403(b) of the Internal Revenue Code, provides for a discretionary percentage of annual compensation contribution for qualifying employees regardless of employee participation in the Plan. The Institute matches employee contribution's dollar-for-dollar up to 2% of the employee's salary. Employees can contribute up to the maximum allowable amount annually from their gross salary. Employees qualify for Plan participation after performing one hour of service for IAIA for three consecutive months or a cumulative one thousand service hours. Employees are fully vested after three months of service.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2015 AND 2014

NOTE 8. PENSION PLANS (CONTINUED)

For fiscal years ended September 30, 2015 and 2014, employer contributions under the Plan amounted to \$305,413 and \$289,694, respectively. IAIA previously had a 457 Plan as its primary plan. There are ongoing balances in this Plan reported in the statement of Fiduciary Net Position and the Statement of Changes in Fiduciary Net Position.

NOTE 9. ENDOWMENTS

IAIA's endowments consist of six individual funds established for a variety of purposes. The endowments include both donor-restricted endowment funds and funds designated by the Board of Trustees to function as endowments. Net position associated with endowment funds, including funds designated by the Board of Trustees to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

Interpretation of Relevant Law

IAIA's Board of Trustees has interpreted UPMIFA to require the preservation of fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this policy, IAIA classifies as permanently restricted net position (a) the original value of gifts donated to the permanent endowment, the original value of subsequent gifts to the permanent endowment, if applicable, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-restricted endowment fund that is not classified in permanently restricted net position is classified as expendable restricted net position until those amounts are appropriated for expenditure by IAIA in a manner consistent with a standard of prudence. IAIA considers the following factors in making the determination to appropriate or accumulate donor-restricted endowment funds:

- The preservation of fund capital
- The purposes of donor-restricted endowment fund
- General economic conditions
- The possible effect of inflation and deflation
- The expected total return from income and the appreciation of investments
- Other resources of IAIA
- The investment and spending policy statement of IAIA
- The needs of IAIA to make distributions while preserving capital

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2015 AND 2014

NOTE 9. ENDOWMENTS (CONTINUED)

Return Objectives and Risk Parameters

IAIA has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowment while seeking to preserve endowment assets.

Endowment assets include those assets of donor- restricted funds that IAIA must hold in perpetuity, as well as board-designated funds. Under this policy, as approved by the Board of Trustees, the endowment assets are invested in a manner that is intended to obtain a return on the investment funds that compares to appropriate market indices which ensures the preservation and growth of funds over the long-term.

Spending Policy

IAIA considers the amount available for spending each year as the lesser of:

The amount earned in the preceding fiscal year by the investment portfolio including realized and unrealized gains calculated on a pooling basis.

3.5% of the average of the market value of the investment portfolio for the twelve quarters preceding the current fiscal year.

Subject to the amounts available for spending, IAIA may expend amounts from endowments that have declined below fair value if such is deemed in accordance with the prudent man rule in order to provide benefits and uses from endowments assets to meet the purposes specified by donors.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2015 AND 2014

NOTE 9. ENDOWMENTS (CONTINUED)

Endowment Net Position composition by type of fund as of September 30, 2015:

	IAIA		Trust		
	Restricted		Unrestricted	Restricted	
	Expendable	Nonexpendable	Board Designated	Underwater Nonexpendable	Nonexpendable
Donor-restricted endowment funds	\$ 30,700	\$ 300,000	\$ -	\$ (244,837)	\$ 2,388,661
Board-designated endowment funds	-	-	2,529,788	-	-
Total funds	<u>\$ 30,700</u>	<u>\$ 300,000</u>	<u>\$ 2,529,788</u>	<u>\$ (244,837)</u>	<u>\$ 2,388,661</u>

	IAIA		Trust		
	Restricted		Unrestricted	Restricted	
	Expendable	Nonexpendable	Board Designated	Underwater Nonexpendable	Nonexpendable
Endowment net assets, beginning of year	\$ 52,485	\$ 300,000	\$ 2,772,495	\$ (59,753)	\$ 2,356,670
Investment return	-	-	91,176	83,997	-
Net depreciation (realized and unrealized)	(9,075)	-	(211,799)	(173,749)	-
Contributions	-	-	-	-	31,991
Administrative fees	-	-	(29,216)	(23,646)	-
Endowment Draw	<u>(12,710)</u>	<u>-</u>	<u>(92,868)</u>	<u>(71,686)</u>	<u>-</u>
Endowment net assets, end of year	<u>\$ 30,700</u>	<u>\$ 300,000</u>	<u>\$ 2,529,788</u>	<u>\$ (244,837)</u>	<u>\$ 2,388,661</u>

Endowment Net Position composition by type of fund as of September 30, 2014:

	IAIA		Trust		
	Restricted		Unrestricted	Restricted	
	Expendable	Nonexpendable	Board Designated	Underwater Nonexpendable	Nonexpendable
Donor-restricted endowment funds	\$ 52,485	\$ 300,000	\$ -	\$ (59,753)	\$ 2,356,670
Board-designated endowment funds	-	-	2,772,495	-	-
Total funds	<u>\$ 52,485</u>	<u>\$ 300,000</u>	<u>\$ 2,772,495</u>	<u>\$ (59,753)</u>	<u>\$ 2,356,670</u>

	IAIA		Trust		
	Restricted		Unrestricted	Restricted	
	Expendable	Nonexpendable	Board Designated	Underwater Nonexpendable	Nonexpendable
Endowment net assets, beginning of year	\$ 42,508	\$ 300,000	\$ 2,632,217	\$ (184,597)	\$ 2,080,892
Investment return	-	-	49,420	43,860	-
Net appreciation (realized and unrealized)	23,220	-	187,346	155,693	-
Contributions	-	-	-	-	275,778
Administrative fees	-	-	(10,380)	(11,382)	-
Endowment Draw	(13,243)	-	(86,108)	(63,327)	-
Endowment net assets, end of year	\$ 52,485	\$ 300,000	\$ 2,772,495	\$ (59,753)	\$ 2,356,670

SUPPLEMENTARY INFORMATION

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
COMBINING STATEMENT OF NET POSITION
September 30, 2015

	IAIA	Blended Component Unit IAIA Trust	Eliminations	Total Reporting Entity
ASSETS				
Current assets				
Cash and cash equivalents	\$ 1,705,990	\$ -	\$ -	\$ 1,705,990
Accounts receivable, net	1,692,150	29,980	-	1,722,130
Investments	-	3,074,825	-	3,074,825
Due from IAIA	-	1,318,040	(1,318,040)	-
Inventory, net	241,219	6,825	-	248,044
Prepays and other assets	205,060	-	-	205,060
Due from IAIA Foundation	-	171,772	-	171,772
Total current assets	<u>3,844,419</u>	<u>4,601,442</u>	<u>(1,318,040)</u>	<u>7,127,821</u>
Non-current assets				
Cash and cash equivalents - restricted	482,457	-	-	482,457
Investments	330,700	5,294,341	-	5,625,041
Capital assets, net	49,844,160	1,400,001	-	51,244,161
Total non-current assets	<u>50,657,317</u>	<u>6,694,342</u>	<u>-</u>	<u>57,351,659</u>
Total assets	<u>\$ 54,501,736</u>	<u>\$ 11,295,784</u>	<u>\$ (1,318,040)</u>	<u>\$ 64,479,480</u>
LIABILITIES				
Current liabilities				
Accounts payable and accrued expenses	1,484,072	1,195	-	1,485,267
Current installments of long-term debt	197,367	-	-	197,367
Unearned revenue	2,125,573	-	-	2,125,573
Due to IAIA Trust	1,318,040	-	(1,318,040)	-
Total current liabilities	<u>5,125,052</u>	<u>1,195</u>	<u>(1,318,040)</u>	<u>3,808,207</u>
Long-term debt - less current portion	<u>6,583,493</u>	<u>-</u>	<u>-</u>	<u>6,583,493</u>
Total liabilities	<u>11,708,545</u>	<u>1,195</u>	<u>(1,318,040)</u>	<u>10,391,700</u>
NET POSITION				
Unrestricted				
Quasi Endowment	-	2,529,788	-	2,529,788
Other (deficit)	(600,809)	2,610,610	-	2,009,801
Total Unrestricted	<u>(600,809)</u>	<u>5,140,398</u>	<u>-</u>	<u>4,539,589</u>
Restricted				
General - expendable	-	2,610,366	-	2,610,366
Endowment - expendable	30,700	-	-	30,700
Endowment - nonexpendable	300,000	2,143,824	-	2,443,824
Total restricted	<u>330,700</u>	<u>4,754,190</u>	<u>-</u>	<u>5,084,890</u>
Net investment in capital assets	<u>43,063,300</u>	<u>1,400,001</u>	<u>-</u>	<u>44,463,301</u>
Total net position	<u>\$ 42,793,191</u>	<u>\$ 11,294,589</u>	<u>\$ -</u>	<u>\$ 54,087,780</u>

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
COMBINING STATEMENT OF NET POSITION
September 30, 2014

	IAIA	Blended Component Unit IAIA Trust	Eliminations	Total Reporting Entity
ASSETS				
Current assets				
Cash and cash equivalents	\$ 1,833,503	\$ -	\$ -	\$ 1,833,503
Accounts receivable, net	930,555	30	-	930,585
Investments	-	2,464,838	-	2,464,838
Due from IAIA	-	1,501,952	(1,501,952)	-
Inventory, net	247,247	9,325	-	256,572
Prepays and other assets	147,335	-	-	147,335
Due from IAIA Foundation	-	309,941	-	309,941
Total current assets	<u>3,158,640</u>	<u>4,286,086</u>	<u>(1,501,952)</u>	<u>5,942,774</u>
Non-current assets				
Cash and cash equivalents - restricted	477,775	-	-	477,775
Investments	358,758	5,953,079	-	6,311,837
Capital assets, net	50,727,052	1,400,001	-	52,127,053
Total non-current assets	<u>51,563,585</u>	<u>7,353,080</u>	<u>-</u>	<u>58,916,665</u>
Total assets	<u>\$ 54,722,225</u>	<u>\$ 11,639,166</u>	<u>\$ (1,501,952)</u>	<u>\$ 64,859,439</u>
LIABILITIES				
Current liabilities				
Accounts payable and accrued expenses	1,365,758	792	-	1,366,550
Current installments of long-term debt	190,179	-	-	190,179
Unearned revenue	1,702,794	-	-	1,702,794
Due to IAIA Trust	1,501,952	-	(1,501,952)	-
Total current liabilities	<u>4,760,683</u>	<u>792</u>	<u>(1,501,952)</u>	<u>3,259,523</u>
Long-term debt - less current portion	<u>6,780,860</u>	<u>-</u>	<u>-</u>	<u>6,780,860</u>
Total liabilities	<u>11,541,543</u>	<u>792</u>	<u>(1,501,952)</u>	<u>10,040,383</u>
NET POSITION				
Unrestricted				
Quasi Endowment	-	2,772,495	-	2,772,495
Other (deficit)	(927,816)	3,093,982	-	2,166,166
Total Unrestricted	<u>(927,816)</u>	<u>5,866,477</u>	<u>-</u>	<u>4,938,661</u>
Restricted				
General - expendable	-	2,074,979	-	2,074,979
Endowment - expendable	52,485	-	-	52,485
Endowment - nonexpendable	300,000	2,296,917	-	2,596,917
Total restricted	<u>352,485</u>	<u>4,371,896</u>	<u>-</u>	<u>4,724,381</u>
Net investment in capital assets	<u>43,756,013</u>	<u>1,400,001</u>	<u>-</u>	<u>45,156,014</u>
Total net position	<u>\$ 43,180,682</u>	<u>\$ 11,638,374</u>	<u>\$ -</u>	<u>\$ 54,819,056</u>

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
COMBINING STATEMENT REVENUES, EXPENSES, AND CHANGES IN NET POSITION
FOR THE YEAR ENDED SEPTEMBER 30, 2015

	IAIA	Blended Component Unit IAIA Trust	Eliminations	Total Reporting Entity
OPERATING REVENUES				
Student tuition and fees	\$ 1,491,238	\$ -	\$ -	\$ 1,491,238
Government grants and contracts	1,130,270	-	-	1,130,270
Private grants and contracts	1,516,920	-	-	1,516,920
Auxiliary enterprise revenues	1,752,885	-	-	1,752,885
Other operating income	175,528	-	-	175,528
Total operating revenues	6,066,841	-	-	6,066,841
OPERATING EXPENSES				
Educational and general	10,911,580	-	-	10,911,580
Private grants and contracts	1,378,443	-	-	1,378,443
Depreciation	1,835,861	-	-	1,835,861
Auxiliary enterprises	1,274,390	-	-	1,274,390
Government grants and contracts	1,560,729	-	-	1,560,729
Other operating expenses	239,790	-	-	239,790
Total operating expenses	17,200,793	-	-	17,200,793
Operating loss	(11,133,952)	-	-	(11,133,952)
NON-OPERATING REVENUES (EXPENSES)				
Federal appropriation	9,469,000	-	-	9,469,000
Pell grants	798,635	-	-	798,635
Other non-operating income (expense)	(111,911)	233,349	-	121,438
Interest on capital asset-related debt	(247,893)	-	-	(247,893)
Investment income	(5,298)	(267,193)	-	(272,491)
Total non-operating revenues	9,902,533	(33,844)	-	9,868,689
CAPITAL GRANTS				
Federal and state grants	441,833	-	-	441,833
Private grants	92,154	-	-	92,154
	533,987	-	-	533,987
Change in net position before transfers	(697,432)	(33,844)	-	(731,276)
Transfers in (out)	-	-	-	-
Change in net position	(697,432)	(33,844)	-	(731,276)
Net position, beginning of year	43,490,623	11,328,433	-	54,819,056
Net position, end of year	\$ 42,793,191	\$ 11,294,589	\$ -	\$ 54,087,780

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
COMBINING STATEMENT REVENUES, EXPENSES, AND CHANGES IN NET POSITION
FOR THE YEAR ENDED SEPTEMBER 30, 2014

	IAIA	Blended Component Unit IAIA Trust	Eliminations	Total Reporting Entity
OPERATING REVENUES				
Student tuition and fees	\$ 1,117,666	\$ -	\$ -	\$ 1,117,666
Government grants and contracts	659,526	-	-	659,526
Private grants and contracts	1,393,893	-	-	1,393,893
Auxiliary enterprise revenues	1,579,179	-	-	1,579,179
Other operating income	122,892	-	-	122,892
Total operating revenues	<u>4,873,156</u>	<u>-</u>	<u>-</u>	<u>4,873,156</u>
OPERATING EXPENSES				
Educational and general	10,167,854	-	-	10,167,854
Private grants and contracts	1,370,723	-	-	1,370,723
Depreciation	1,925,145	-	-	1,925,145
Auxiliary enterprises	1,484,064	-	-	1,484,064
Government grants and contracts	1,232,695	-	-	1,232,695
Other operating expenses	-	188,093	-	188,093
Total operating expenses	<u>16,180,481</u>	<u>188,093</u>	<u>-</u>	<u>16,368,574</u>
Operating loss	<u>(11,307,325)</u>	<u>(188,093)</u>	<u>-</u>	<u>(11,495,418)</u>
NON-OPERATING REVENUES (EXPENSES)				
Federal appropriation	9,369,000	-	-	9,369,000
Pell grants	743,588	-	-	743,588
Other non-operating income (expense)	(509,892)	1,143,103	-	633,211
Interest on capital asset-related debt	(278,512)	-	-	(278,512)
Investment income	27,462	570,116	-	597,578
Total non-operating revenues	<u>9,351,646</u>	<u>1,713,219</u>	<u>-</u>	<u>11,064,865</u>
CAPITAL GRANTS				
Federal and state grants	2,628,805	-	-	2,628,805
Private grants	163,244	-	-	163,244
	<u>2,792,049</u>	<u>-</u>	<u>-</u>	<u>2,792,049</u>
Change in net position before transfers	836,370	1,525,126	-	2,361,496
Transfers in (out)	<u>325,003</u>	<u>(325,003)</u>	<u>-</u>	<u>-</u>
Change in net position	1,161,373	1,200,123	-	2,361,496
Net position, beginning of year	<u>42,329,250</u>	<u>10,128,310</u>	<u>-</u>	<u>52,457,560</u>
Net position, end of year	<u>\$ 43,490,623</u>	<u>\$ 11,328,433</u>	<u>\$ -</u>	<u>\$ 54,819,056</u>

COMPLIANCE REPORTS

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
YEAR ENDED SEPTEMBER 30, 2015

Federal Programs	Federal CFDA Number	Award Number	Federal Expenditures
UNITED STATES DEPARTMENT OF EDUCATION			
Direct awards:			
Student Financial Assistance Cluster			
Supplemental Educational Opportunity Grant	84.007	P007A**5231	\$ 12,448
Work Study Program	84.033	P033A**5231	9,018
Pell Grant Program	84.063	P063P**5390	798,635
Subtotal Student Financial Assistance Cluster			820,101
Higher Education Institutional Aid - Title III Development	84.031T	P031T100412	789,708
Higher Education Institutional Aid - Title III Development	84.031T	P031T100312	14,105
Total United States Department of Education			1,623,914
UNITED STATES DEPARTMENT OF AGRICULTURE			
Direct awards:			
Tribal Colleges Education Equity Grants	10.221	2014-38421-22025	47,821
Tribal Colleges Endowment Program	10.222	38423-06901	59,595
1994 Institutions Research Program	10.227	2012-38424-19762	26,362
1994 Institutions Research Program	10.227	2015-38424-22667	3,909
Beginning Farmer and Rancher Development Program	10.311	2012-49400-19548	94,218
Cooperative Extension Service	10.500	2011-47002-30784	40,664
Cooperative Extension Service	10.500	2014-47002-22142	55,925
Soil and Water Conservation	10.902	60-8C30-15-0010	5,000
Rural Development Cooperative Agreement	10.890	RBS-14-35	6,315
Rural Development Cooperative Agreement	10.890	N/A	2,675
Total United States Department of Agriculture			342,484
UNITED STATES DEPARTMENT OF THE DEFENSE			
Direct awards:			
Basic, Applied, and Adv. Research in Science and Engineering	12.630	W911NF-15-1-0493	4,051
Basic, Applied, and Adv. Research in Science and Engineering	12.630	W911NF-12-1-0064	151,658
Total United States Department of the Defense			155,709
SMITHSONIAN INSTITUTION/NATIONAL MUSEUM OF THE AMERICAN INDIAN			
Direct awards:			
NMAI Arts Organization Leadership Program	85.Unknown	15-PO-502-0000312829	27,754
Artist Leadership Program - Academics	85.Unknown	15-PO-503-0000320527	8,053
Total Smithsonian/National Museum of the American Indian			35,807
NATIONAL ENDOWMENT FOR THE ARTS			
Direct awards			
Collections Digitization Project	45.024	13-4400-7093	11,487
NATIONAL ENDOWMENT FOR THE HUMANITIES			
Direct awards			
Rehousing Four Collections of the IAIA	45.Unknown	PG-52457-15	3,165
TOTAL EXPENDITURES OF FEDERAL AWARDS			\$ 2,172,566

See notes to Schedule of Expenditures of Federal Awards.

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

NOTE A. BASIS OF PRESENTATION

The accompanying schedule of expenditures of federal awards includes the federal grant activity of IAIA under programs of the federal government for the year ended September 30, 2015. The information in this schedule is presented in accordance with the requirements of OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Because the schedule presents only a selected portion of the operations of IAIA, it is not intended to and does not present the financial position, changes in net position or cash flows of the IAIA.

NOTE B. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accompanying Schedule of Expenditures of Federal Awards has been prepared on the accrual basis of accounting.

NOTE C. OTHER DISCLOSURES

IAIA did not receive any non-cash assistance, there was no insurance in effect during the year, there was no student loan activity during the year, and no federal loan guarantees outstanding at year-end.

INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER
FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED
ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE
WITH *GOVERNMENT AUDITING STANDARDS*

Board of Trustees
Institute of American Indian and Alaska
Native Culture and Arts Development
Santa Fe, New Mexico

We have audited the financial statements of the business-type activities, the discretely presented component unit, and the aggregate remaining fund information of the Institute of American Indian and Alaska Native Culture and Arts Development (IAIA) as of and for the year ended September 30, 2015, which collectively comprise IAIA's basic financial statements, and have issued our report thereon dated February 19, 2016. We conducted our audit in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. The financial statements of the Institute of American Indian Arts Foundation (discretely presented component) were not audited in accordance with *Government Auditing Standards* and accordingly this report does not include reporting on internal control over financial reporting or instances of reportable noncompliance associated with the Institute of American Indian Arts Foundation.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered IAIA's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of IAIA's internal control. Accordingly, we do not express an opinion on the effectiveness of IAIA's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. *A material weakness* is a

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deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance

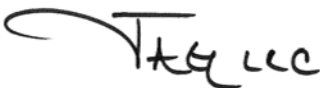
Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether IAIA's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the result of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.



Jaramillo Accounting Group LLC (JAG)

Albuquerque, New Mexico
February 19, 2016

INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR
FEDERAL PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE
REQUIRED BY OMB CIRCULAR A-133

To the Board of Trustees
Institute of American Indian and Alaska
Native Culture and Arts Development
Santa Fe, New Mexico

Report on Compliance for Each Major Federal Program

We have audited the Institute of American Indian and Alaska Native Culture and Arts Development's (IAIA), compliance with the types of compliance requirements described in the *OMB Circular A-133 Compliance Supplement* that could have a direct and material effect on each of IAIA's major federal programs for the year ended September 30, 2015. IAIA's major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with the requirements of laws, regulations, contracts, and grants applicable to its federal programs.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for each of IAIA's major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about IAIA's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

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Institute of American Indian and Alaska
Native Culture and Arts Development

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of IAIA's compliance opinion on Each Major Federal Program.

In our opinion, IAIA complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended September 30, 2015.

Report on Internal Control over Compliance

Management of IAIA is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered IAIA's internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with OMB Circular A-133, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of IAIA's internal control over compliance.

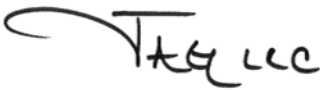
A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be

Board of Trustees
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Native Culture and Arts Development

material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of OMB Circular A-133. Accordingly, this report is not suitable for any other purpose.

A handwritten signature in black ink, appearing to read "JAG LLC", with a stylized flourish above the letters.

Jaramillo Accounting Group LLC (JAG)

Albuquerque, New Mexico
February 19, 2016

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
SUMMARY SCHEDULE OF PRIOR AUDIT FINDINGS

2014-001	Student Financial Aid – Enrollment Reporting	Resolved
2014-002	Student Financial Aid – Return of Title IV Funds – Supporting Documentation	Resolved

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
SCHEDULE OF FINDINGS AND QUESTIONED COSTS

Section I - Summary of Auditor's Results

Financial Statements

Type of auditor's report issued:

Unmodified

Internal control over financial reporting:

- Material weakness (es) identified? _____ yes X no
- Significant deficiency (ies) identified? _____yes X none reported

Noncompliance material to financial
statements noted?

_____ yes X no

Federal Awards

Internal control over major programs:

- Material weakness (es) identified? _____ yes X no
- Significant deficiency (ies) identified? _____yes X none reported

Type of auditor's report issued on compliance
for each major federal program:

Unmodified

Any audit findings disclosed that are
required to be reported in accordance
with Section 510(a) of Circular A-133?

_____ yes X no

Identification of major programs:

CFDA Number(s)

Name of Federal Program or Cluster

Various
84.031

Student Financial Assistance Cluster
Higher Education Institutional Aid

Dollar threshold used to distinguish
between type A and type B programs:

\$300,000

Auditee qualified as low-risk auditee?

 X yes _____ no

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
SCHEDULE OF FINDINGS AND QUESTIONED COSTS

Section II - Financial Statement Findings

None

INSTITUTE OF AMERICAN INDIAN AND ALASKA
NATIVE CULTURE AND ARTS DEVELOPMENT
SCHEDULE OF FINDINGS AND QUESTIONED COSTS

Section III - Federal Award Findings and Questioned Costs

None

To: Dr. Robert Martin
From: Alex Shapiro
Date: October 19, 2016
Subject: November Quarterly Trustee Report and Final Report for FY2017

Strategic Theme 1: Improve Student Success

1.1 Increase involvement of all IAIA stakeholders in student success

Project: Implement alumni relations programs

- Communication continues to be a priority in the strategy to build a cohesive alumni community. This is being accomplished through the online newsletter, social media presence, and consistent email and phone interactions. IAIA hosted three gatherings this past year: the reception during the Heard Market in March, a new reception at the Red Earth Festival in Oklahoma City in June, and the luncheon at Indian Market. The August luncheon continues to be the most attended of alumni relations events, with more than 55 alumni in attendance. The Distinguished IAIA Alumni Award at SWAIA's Indian Market, judged by a panel of alumni and IAIA faculty, was awarded to Emmett Navakuku '04 (Hopi). More than 130 alumni had booths at the SWAIA and Heard markets, and Alumni and Constituent Relations Manager Chee Brossy met with many of these alumni to maintain relationships, and in other cases to reintroduce IAIA to its alumni.
- Percent Completed: 100%

Project: Staff and Facilitate the Alumni Council

- The Alumni Council held its four scheduled meetings this past year. The August meeting (during Indian Market week in August) was the last meeting of the first Council elected in 2014. The election for 3 new Councilors took place in August; the results were tallied and announced in September. Rose Simpson '07, Linley Logan '85, and Kevin Locke '13 join Karl Duncan '09, Selina Farmer '98, Nancy Fields '06, and George Greendeer '86 on the 2016-2017 Alumni Council. The new Council will hold its first meeting in November, 2016. The Council was a presence at the SWAIA Indian Market this year: a booth at the IAIA Museum with information for alumni. The Council continues to receive presentations from the Cabinet members to stay informed on the work at IAIA.
- Percent Completed: 100%

IAIA Foundation

- The Foundation Board recently elected new officers: Sherry Kelsey – Chair, Raven Davis-Mayo – Vice-Chair, and Melissa Coleman – Treasurer. All three took office at the start of the fiscal year on October 1. At the November meeting, it is anticipated that Beverly Morris will be elected as the Secretary. Also at the next meeting, the Board will vote on at least two new Board members: Stock Colt and Peter Ives. Another candidate is being vetted by the Governance and Nominating Committee.

1.3 Increase scholarship funds

Project: Raise \$488,000 (net) in scholarships

- As of September 30, 2016, IAIA raised approximately \$712,700 in net donations for scholarships. This represents almost 46% over goal for the fiscal year.
- Scholarship Campaign: The scholarship campaign benefited from the success of direct mail appeals, targeted individual solicitations and another productive dinner/auction.
- Events: The dinner/auction was almost as successful this year as the record set in 2015. In fact, the gross revenue was up slightly, but because of some increases in costs, the net was slightly lower than the previous year. As in the past, the dinner sold out a week before the event, with at least 40 of the 46 tables sponsored. Attached, please find the report for the event. Once again, The Compound Restaurant hosted a reception during Indian Market week (August 16). This year, the soiree helped promote the campaign for the performing arts and fitness center. The event had more than 120 guests.
- Other: Ms. Schild and Alex Shapiro, Director of Institutional Advancement, have been working with Larry Mirabal, CFO, to identify appropriate fund management software to better manage endowed funds. They chose Fundriver, with the plan to install it by the end of the calendar year. In the past year, IAIA has entered into several new agreements with donors to develop endowed scholarship funds. The new software will make it possible to unitize endowed funds. This will make it easier to provide the Financial Aid office (or other departments) with accurate information about available funds, and to provide reports to donors on the progress and status of the funds they have endowed.

- Percent Completed: 146%

1.4 Track student success after college

Project: Conduct regular structured inquiries to alumni

- Under the leadership of Dr. Bill Sayre, Director of Institutional Research, IAIA joined the Strategic National Arts Alumni Project (SNAAP). This robust project offers IAIA tools to survey alumni and benchmark results with arts alumni from many other schools. Advancement Services Manager Gracie Schild and Mr. Brossy worked with Dr. Sayre to produce the alumni list for the initial participation in SNAAP.
- Percent Completed: 10%

Strategic Theme 3: Build College Community

3.7 Build a performing arts and fitness center

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

- In the last quarter of FY2016, the staff began to focus on strategies that will conclude the campaign. In addition to working on securing individual major gifts, the staff has started developing a short “public” phase of the campaign, which is being inaugurated with an initial appeal for gifts of \$750 - \$5,000 to have names engraved on pavers at the exterior entry to the building. To date, the overall campaign has secured \$1,600,000 in cash and pledges and approximately another \$100,000 is pending as of September 30.

3.9 Grow and maximize resources for college programs

Project: Raise \$262,000 (net) in annual giving and add at least 11 new donors to the President's Circle

- As of September 30, 2016, IAIA raised approximately \$121,350 in net donations for annual giving. This represents about 46% of the goal for the fiscal year.
- Annual Campaign: While the overall amount from donations continues to be very strong (about 11% over the total fundraising goal of \$750,000, net), the gifts for

the annual campaign are below expectations. The staff worked on strategies to boost unrestricted giving for the second half of the fiscal year, and these helped; however, not enough to catch up by September 30. With so many donors expressing a strong preference for scholarship support, the Advancement staff adjusted its targets for FY2017 by increasing the scholarship donation goal and decreasing the annual (non-scholarship) goal from FY2016.

- Major Donors: At the beginning of the current fiscal year, there were 117 major donors in the President's Circle and as of October 1, there are about 125, a net increase of eight. While a number of new donors were added to the President's Circle roster in the past 12 months and the general trend continues upward, many donors from the previous year did not continue in the group. Some of the gifts in 2015 were known to be one-time donations and were expected to discontinue. The Advancement staff is analyzing the contributions from the other contributors who did not remain in the President's Circle to better understand how to improve continued engagement and stewardship in order to improve donor retention.
- Percent Completed: 60%

Project: Implement the planned giving program

- The second Lloyd Kiva New Legacy Circle newsletter was mailed in September, as planned. This issue featured excerpts from an interview with Leona Zastrow, conducted by Alex Shapiro. As with the previous newsletter, this edition was mailed to about 3,000 homes.
- Percent Completed: 100%

Project: Develop and/or refine IAIA Advancement policies

- The first draft of the new Gift Acceptance Policy has been sent to an *ad hoc* committee to review before it is sent to the full staff Institutional Advancement Committee.
- Percent Completed: 50%

Income/Expense Statement (as of 10/22/2016)

CONFIDENTIAL

Revenue		2016 Actual	2015 Actual	2014 Actual	2013 Actual
	Sponsorships and Donations	116,816.00	97,975.00	98,168.70	72,557.00
	Ticket Sales	15,490.00	14,050.00	8,695.00	21,105.00
	Paddle Call	31,225.00	27,651.00	13,800.00	8,399.00
	Auction (Silent and Live)	72,451.00	94,435.00	79,630.08	76,320.00
Total Revenue		235,982.00	234,111.00	200,293.78	178,381.00
Expenses			2015 Actual	2014 Actual	2013 Actual
	Invitations	3,484.62	1,883.41	3,766.25	3,447.00
	Postage and shipping	659.38	517.48	446.58	629.00
	Advertising	0.00	1,104.79	1,092.69	0.00
	Programs	1,720.66	1,803.84	1,470.24	1,339.00
	Food and Beverage (food, taxes, service charges, etc.)	36,182.27	37,458.71	28,970.64	29,419.00
	Audio Visual	9,062.72	4,163.37	6,244.15	5,235.00
	Contractual Services	18,319.75	15,920.21	13,816.45	4,758.00
	Centerpieces	332.63		806.32	984.00
	Panels and Other Décor	0.00			618.00
	Miscellaneous Printing	0.00	438.08	370.88	89.00
	Supplies and Meeting Costs	789.54	795.08	1,161.39	384.00
	Miscellaneous				150.00
Total Expenses		70,551.57	64,084.97	58,145.59	47,052.00
Surplus (Deficit)		165,430.43	170,026.03	142,148.19	131,329.00

Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan
Responsible Unit or Individual: **Institutional Advancement** Date: **October 1, 2016**

<i>Institutional Priority</i>	<i>Project Description</i>	<i>Action Step(s)</i>	<i>Effectiveness Measure(s)</i>	<i>Budget Considerations</i>	<i>Communication Issues</i>	<i>Deliverable(s)</i>	<i>Expected Completion Date</i>
<i>List the number and name of institutional priority from Plan 2017 document. If this project doesn't fall under a specific priority, provide the number and name of the appropriate strategic theme.</i>	<i>In one or two sentences, clearly define the scope of your project or activity. More than one project can be proposed for each priority. If so, list each project and its information separately.</i>	<i>Provide a specific statement about what exactly you will be doing. There may be multiple action steps for each project.</i>	<i>What information will tell you whether this planning has been successful in reaching the desired outcomes? There may be one effectiveness measure for the project or one for each action step, depending on the project.</i>	<i>What resources are required to make the project a reality? To sustain it?</i>	<i>How will you keep others abreast of your progress? How will you promote two-way communication about the project? How will you let others know about your final recommendations and/or the changes?</i>	<i>At the end of the project, what items will you produce (e.g., a report, process, publication, etc.)?</i>	<i>What is a reasonable final deadline? Are there deadlines for each action step? Keep in mind: the academic calendar, lead time for notification of changes, etc.</i>
1. Improve Student Success A. Increase involvement of all IAIA stakeholders in student success	Continue implementing the President's Circle and the Lloyd Kiva New Legacy Circle (increase President's Circle by 10%)	Continued stewardship and cultivation of current and prospective donors, including activities, meetings, and ongoing communications	The number of major donors in the program; amount of donations raised for each of the projects and for the total; attendance at Circle events	Included in the 2016/17 budget	Monthly donor reports; updates in e-newsletter; updates for Circles supporters	Annual donor lists in various publications and posted in places such as the Welcome Center	September 30, 2017
1. Improve Student Success A. Increase involvement of all IAIA stakeholders in student success	Implement alumni relations programs	Alumni gatherings; regular alumni communications and outreach; survey	Attendance at events; number of alumni being reached; number of alumni participating in IAIA activities	Funds outside the operating budget may be needed	Alumni newsletter; updates in e-newsletter; social media; IAIA website	Alumni newsletter	September 30, 2017
1. Improve Student Success A. Increase involvement of all IAIA stakeholders in student success	Alumni Council	Support the work of the Alumni Council with alumni engagement; coordinate programs with the Alumni Council	Regular Council meetings; number of Council initiatives	Funds outside the operating budget may be needed, depending on the recommendations of the Council	Reports to Board of Trustees, Foundation Board, Cabinet; updates in the Alumni newsletter and e-newsletter; social media	No deliverables	September 30, 2017

Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan
Responsible Unit or Individual: **Institutional Advancement** Date: **October 1, 2016**

<i>Institutional Priority</i>	<i>Project Description</i>	<i>Action Step(s)</i>	<i>Effectiveness Measure(s)</i>	<i>Budget Considerations</i>	<i>Communication Issues</i>	<i>Deliverable(s)</i>	<i>Expected Completion Date</i>
1. Improve Student Success A. Increase involvement of all IAIA stakeholders in student success	Build an organizational culture of philanthropy	Meet with other departments and groups to discuss the role of the Advancement Office as a resource	Number of meetings with internal constituents; number of fundraising forms/requests submitted to Advancement	Included in the 2016/17 budget	Ongoing meetings with internal constituents	No deliverables	September 30, 2017
1. Improve Student Success A. Increase involvement of all IAIA stakeholders in student success 1. Improve Student Success C. Increase scholarship funds 3. Build College Community I. Grow and maximize resources for college programs	IAIA Foundation	Continue to work with the Foundation Board to help build its capacity; work with the Board on Foundation-specific activities	New Board members; Foundation sponsored activities; continued meetings of the Foundation Board	Included in the 2016/17 Foundation budget	Updates in the e-newsletter; reports to Board of Trustees, Foundation Board, Cabinet	Reports to the Board of Trustees, Foundation Board, Cabinet	September 30, 2017

Institute of American Indian Arts
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<i>Institutional Priority</i>	<i>Project Description</i>	<i>Action Step(s)</i>	<i>Effectiveness Measure(s)</i>	<i>Budget Considerations</i>	<i>Communication Issues</i>	<i>Deliverable(s)</i>	<i>Expected Completion Date</i>
1. Improve Student Success A. Increase involvement of all IAIA stakeholders in student success 1. Improve Student Success C. Increase scholarship funds 3. Build College Community I. Grow and maximize resources for college programs	Endowment Project	Plan and begin implementing strategies to raise current and planned gifts for the endowment	Goals will be established and approved by the Trustees; materials will be developed (as necessary); volunteer leadership will be recruited (as appropriate); gifts will be secured	Covered by the project budget and/or the IAIA Foundation budget	Progress report; materials; gift reports	Ongoing deliverable will be materials; final deliverable will be the increased endowment	September 30, 2017
1. Improve Student Success C. Increase scholarship funds	Raise \$725,000 in net donations for scholarships	Direct response appeals, the annual dinner/auction, and major donor strategies	Amount of donations raised for each of the projects and for the total	Included in the 2016/17 budget	Monthly donor reports; updates in e-newsletter	Annual donor lists in various publications and posted in places such as the Welcome Center	September 30, 2017
1. Improve student success D. Track student success after college	Conduct regular structured inquiries to Alumni	Work with the Institutional Research Office, and the Career Advisor to regularly survey Alumni	Surveys conducted and information formatted in reports	Funds outside the operating budget may be needed	Communicate survey results with IAIA community	Surveys and reports	September 30, 2017
1. Improve Student Success E. Develop student leadership skills	Engage students to work on the annual Holiday Art Market	Recruit and mentor students on various aspects of the project	Student participation; completion of project	Included in the 2016/17 budget	Communications will be primarily with the participating students	Written evaluations from the students	January 31, 2017

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1. Improve Student Success E. Develop student leadership skills	Engage students to work with Advancement to create/implement a process for obtaining scholarship thank you notes from students	Recruit students to consult on and help implement activities	Student participation; completion of project	Included in the 2016/17 budget	Communications will be primarily with the participating students	Written evaluations from the students	May 31, 2017
3. Build college community	Finish Gift Acceptance Policy	Finish and approve a gift acceptance policy for IAIA and the IAIA Foundation	Final approvals from the staff Institutional Advancement Committee, the IAIA Foundation Board of Directors, and the IAIA Board of Trustees	Included in the 2016/17 Foundation budget	Updates to the Board of Trustees, Foundation Board, Cabinet, Institutional Advancement Committee; Final policy communicated to the IAIA community	Approved gift acceptance policy	May 31, 2017
3. Build College Community D. Bring Students, faculty, and staff together in campus-centric activities	Continue hosting activities for the IAIA community	Host the annual Pie Party in March and other activities such as Halloween movie night, etc.	Attendance at these events	Included in the 2016/17 budget	Email invitations	No deliverables	March 31, 2017
3. Build College Community G. Build a performing arts and fitness center	Finish raising private funds for the building campaign	Continue cultivation and stewardship activities; conduct public phase of the campaign	Amount of donations raised	Covered by the campaign project budget	Reports to Board of Trustees, Foundation Board, Cabinet	Campaign materials	September 30, 2017
3. Build College Community I. Grow and maximize resources for college programs	Raise \$100,000 in net unrestricted donations	Several direct response appeals and major donor strategies (see below)	Amount of donations raised for each of the projects and for the total	Included in the 2016/17 budget	Monthly donor reports, updates in e-newsletter	Annual donor lists in various publications and posted in places such as the Welcome Center	September 30, 2017

IAIA Board Meeting November 2016
Indigenous Assessment – Short Workshop
Indigenous Assessment: Summer Internships

Note for Readers

The following Student Work Samples are provided for readers participating in IAIA's Indigenous Assessment process. This process involves faculty and staff from multiple departments.

Identifying locations, institutions, and names have been redacted and substituted with identifiers in ALLCAPS.

As you read, think about the following:

- 1) Identify what learning you see the students demonstrating in the assignments.
 - 2) How can we help our students further?
 - 3) How can we honor the learning we see in our students?
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Student Work Sample

Internship Final Paper – Community Center

Before this summer's internship, I worked with SUPERVISOR NAME and the COMMUNITY CENTER before volunteering with the kid's activities, and helping prepare their snacks. This summer, my main goal was set on learning how to conquer big walls with spray paint cans and tape. Though, when I arrived my first day on the job, SUPERVISOR began spewing out ideas of projects like a river. Our discussions and collaborations were becoming ambitious, but we were also very determined. I came into this internship thinking I was going to be here to paint walls only, though it was a huge part of it, I was happy to get so much more from it.

The first day I arrived on site, after discussing the summer goals with my supervisor, we went straight to work on the first project on the list, a community garden. I was excited to help with the garden for numerous reasons, but mainly because it provided ample learning and art opportunities. The garden offered not only fresh vegetables, but also a chance to collide art with our Native culture. We did so by painting the rocks I gathered by the river, research the TRIBAL LANGUAGE names for all the plants, and writing them on the rocks so they could be used as markers. I thought this was a beautiful idea because language is sacred, and to remind the youth the power this sacredness holds in even the smallest ways is impactful. The idea for the rocks as a craft program for the kids was improvisational. Because of the list of projects in mind, I was determined to complete them one by one that I almost forgot how open and flexible each project could be. As far as the rock painting with the kids, from my journal I wrote, "What I hoped to get out of this was exactly what I expected. The creativeness of children needs to be nurtured as well & this was a perfect way for that." "I want them to be proud and love their club & be able to say that they had a part in how it looks in hopes that it'll inspire them to do more arts and crafts in the future on their own."

The garden was an awesome kick off to the summer internship, but throughout the entire summer, I was especially busy with all the paintings inside the club. Though, this was the kind of experience I was really hoping for, but it did not happen with the spray paint as I thought it would. I think the reason why the murals took so long was because I only had small brushes to work with, and I went into it without any planning. I had an idea and that was it. The canvas was blank, and I went in blind and head first. In the end, I was able to complete each wall I had set out to do plus an extra. During the end of the summer, the COMMUNITY CENTER in the next town asked me to do a mural. I

could not resist the opportunity to create more connections and practice. That was the basis of doing this extra mural, and it worked. From my creations, I was asked to help in the illustrations of a children's book that is going to be published.

My interests are within the overall growth of the youth, and that is why I spent my summer working aside them. As the summer dwindled down, I reflected on the relationships I created with the kids. In my journal, I wrote, "Throughout the summer, I was happy to befriend a bunch of kids from TOWN. It seemed since I was spending much more time at the club, I see the kids that attend there everywhere else. I didn't realize how involved, impactful, and vital COMMUNITY CENTER really is for the kids on the reservation. To some, it's a second home." It was an amazing feeling to be home surrounded by family, but the reservation also has its negatives. It was depressing to observe the harsh effects of drug and alcohol abuse first hand. The many mothers and fathers taken victim to the vice leaves countless children unsupervised and uncared for. However, the same kids I see at the gym, Uptown, or at the ball field are the same ones who attend the COMMUNITY CENTER in TOWN. From working with SUPERVISOR, I realize you must have persistence, determination, hard work, love, and passion in order for kid's community center to be successful. That is exactly what SUPERVISOR is.

As I would arrive in the afternoon, I would only see SUPERVISOR for a split second before she is off to surmount her daily duties. Aside from running plenty errands away from the club, when she was in her office, it seemed she was constantly working on grants. That is how she got the garden and my paint supplies funded. If it was not applying for grants, she was on the phone talking business, or bringing in a group of donors or sponsors to tour the club. Usually when she had a group touring the place, I was painting, and they really seemed to enjoy the new visuals inside. That was her job, and she is really amazing at it. Since it was the summer, only the younger kids came in. Did not see too many teenagers. Once school starts, I imagine the club will be packed with kids of all ages, and things will get much busier.

Aside from SUPERVISOR, there were three other main staff members. I liked that they had age gaps in the staff because they were able to relate to the kids in different ways. Each person brought their own set of skills when working at the club. The younger staff dealt more with craft activities while the adult staff handled more cooking and educational programs. Regardless, the children always had an array of learning programs, and many of them involved culture. I love the fact that the staff wants to teach the TRIBE's heritage, but I have also noticed that the majority of Native culture

teachings are based out of the TOWN's COMMUNITY CENTER. I realize it is because it is on tribal land, majority are Native Americans that attend, and it is an old boarding school site. However, many Natives attend the other club as well, and I believe it is vital for the youth to acknowledge and understand culture, their heritage, where they come from. It is a part of their identity, and without those teachings, many become confused. I also understand that because the RESERVATION is checker boarded with tribal and state land, the teachings are more sensitive to race. Nonetheless, Natives and non-Natives inhabit the area and have for a while. For everyone to understand and learn each other's culture would bring ample respect. The club has an amazing opportunity to teach love in diversity, and they should with no holdbacks.

Throughout my stay, and hours at the COMMUNITY CENTER, I obtained most the value of culture. The concept of two of my murals had dealt with culture and unity for one another. Before working at COMMUNITY CENTER, I went in with the mindset of only working on myself. I wanted to gain the experience of painting big, trying new techniques, and marketing myself. Now that my time is up, I love that painting a wall can be much bigger than me, and have an impact on someone else. Also, in my journal, I wrote, "Now as SUPERVISOR introduces more sponsors, parents, grant writers, kids, whoever, she's able with a little more excitement because of the visual aesthetics." SUPERVISOR is an inspiring being, and I am honored to be apart of what she has created. The club is a second home to some, and from what I have experienced, I would want to continue some sort of work with this establishment. There is always a place for art, and I feel one of my short-term goals would be to continue creating murals and introducing art to the youth. As far as long-term, it is still developing, but this was an amazing start.

Final Internship Paper - Agriculture Museum Internship

I was lucky enough to have been introduced to the director of the AGRICULTURE MUSEUM, SUPERVISOR NAME, many years ago when I took an art class from her. This internship opportunity gave me a great experience and many opportunities I will be able to use in a variety of situations and throughout my life. I was able to learn many things about the museum world and how it works, learn about agriculture life, and make connections with great people.

When I interviewed with SUPERVISOR for the internship she was a little skeptical of the position. She has been the Director at the Museum for six years now, and they have never had an intern. It also made her unsure if I would really follow through with the whole summer after I informed her I had never been around agriculture, let alone tractors which is what the museum was full of. That being said she was very curious as to why I would even be interested in interning at a museum like the one she ran. I told her I was from a very small school in Santa Fe and I loved the idea of being in a small museum. I picked the school I went to because I wanted a sense of community and instructors that would actually spend the time to teach me. This is exactly the same thing I looked for when I hunted for a museum to intern in. I didn't want to be at a small museum where I would be stuck all summer working on the same project stuck in one room in one area of the museum. I wanted a well-rounded experience, especially since I wasn't exactly sure yet what job in the museum best fit me.

After some convincing I was able to talk SUPERVISOR into setting up an internship at the museum. She spoke with the board and it was approved. I started the week after I got back to TOWN. May 30th I got up and spent 30 min trying to decide what to wear to make my best first impression. I had never been to the museum, my interviews were all don't over the phone, since I was away at school in New Mexico. I was warned that being a woman in a tractor museum I would need to make a good impression with the guys, and be conservative. This town was fit for a more of an older generation. Most of the people that would be coming into the museum would be older men. I began my summer of commuting an hour to get to the Agriculture museum in TOWN. I was excited to see the rice fields on my way to the museum covered in water and just getting ready to start growing.

They didn't distract my nerves for long though, and before I knew it I was pulling into the parking lot of the museum. After a few deep breathes I walked towards the office in black slacks and a black blouse. I learned right when I walked in the door that black wouldn't be something I would be wearing at the museum anymore. I was immediately greeted by a dog that deeply enjoyed shedding all over my clothes. I hoped the rest of my day wouldn't be as bad of a fit as my clothes were for my first introduction of the day.

After meeting with SUPERVISOR I went on my tour of the museum, figured out my work schedule, and figured out what my tasks would be for the summer. It looked like my summer would be filled with labeling of the Best tractor collection and started to work on a timeline. That was my mission to complete this summer. Since I didn't know anything about tractors to begin with, I knew it would be a summer full of research. I got right to the books and the archives and started a broad research of the Best tractors. This gave me a broad knowledge and helped me to be able to figure out what kind of direction I was wanting to go towards with the labels. I spent a few weeks just readying books and researching until my first distraction got in the way.

Remember this is a small museum, and job descriptions convert into multiple positions. There are only 5 people on staff in the museum. One is a maintenance man, one part time janitor, and a 2 day a week book keeper, the director, and DIRECTOR who runs the museum and wears all the hats. In no time I got sucked into helping with the planning of a fundraiser called tractor and brews. This was a great opportunity and a wonderful experience. Within a week SUPERVISOR had shifted the lead of the event to me. We ended up with a great fundraiser that brought in \$10,000.00 to the museum. It was a relief to finally be done. Or think I was done. In the weeks to follow as I was getting back to my labeling I was also helping with the critiques of the fundraiser, and finding ways to improve it for the next year. So much energy was put into this event, and it was definitely something that brought together our museum family.

The day after the event I received a phone call from Supervisor asking me to if I wanted a full time job at the museum. I knew the museums budget couldn't even afford to pay me minimum wage for my internship, so I didn't know how they would be able to afford to give me a job. She informed me that they had fired the event coordinator and she would like me to take the position for the summer along with working my internship. Unfortunately I couldn't take the job because I was working somewhere else, but she did hire me to work the night events. My first week starting this job

I worked 15 hours for four days in a row. Learning how to run events was so much fun. It was a whole different area of museum work I wasn't expecting to be able to be a part of.

Taking on night events I had to take on new responsibilities. I now had to shut down the museum at night, check everything and lock everything up. I was in charge of making sure everything was cleaned up at the end of the night and even sometimes moved to a new location for a different event the next day. I worked with many events and had to manage the caterers, bar tenders, and security. I even had to work with the families and groups that were renting the space for the events. The favorite event of mine so far was an auction that was held in our event hall to raise money for rescued animals. It gave me so many ideas on how to help better our tractors and brews program. This is a very important job because a lot of the money that the museum gets in funding is from renting space out for events. Without return customers or events going well the museum wouldn't be able to survive financially.

My days of archive research for my internship went back to normal for about a week and then were interrupted again. This time with an awesome opportunity. I got to sit in on a class to be able to get my forklift license. I passed my test and am now a certified forklift driver for the museum. I also was able to help move three of our tractors a few weeks after that which were being taken to the STATE FAIR. SUPERVISOR had me work with the tow truck guy to get these transported safely to the fair, and also make sure everything was documented during the move. A couple weeks after getting the tractors to the fair, SUPERVISOR and I went out and put our museum signs up and roped off the tractors for the exhibit. The tractors were a hit at the fair and we were able to gain a lot of visitors to the museum with that exhibit.

I spent most of my time at the museum researching and designing the new signage. I had to find ways to fact check and make sure everything I was putting on the museum floor would be right. I learned early on that the internet was not my friend, and in fact gave me more wrong information than right. The only time I ended up getting online to get the correct information was when I would contact other museums or collectors to get information or pictures from them. Even the information given to me by them had to be checked to make sure it was right. I came in thinking relabeling 8 tractors would be a piece of cake and I would need way more projects to fill my time. It is the end July and I am still in the finishing stages of the labels, and still hunting for one last picture to complete my project.

The beginning of July SUPERVISOR set up some tours to some other museums in the area for us to evaluate. The museum won grant a few years back to be evaluated, and received a huge packet (about 50 pages) in critique feedback. She has been focused on taking on tasks to fix the areas the museum was lacking, and thought I could help give insight. So we spent a day traveling to other museums, getting ideas and also seeing what was lacking to make sure the same mistakes didn't happen at our museum. This was a great experience and was really great being able to go in and bounce back ideas and input between the both of us. The museum is pushing towards reaching out more to the younger audience and getting kids into the museum, so a lot of the critiquing was aimed towards how to draw in the new crowd of people and even how to incorporate things to draw more women into the museum.

Right now I am typing from a hotel room in ANOTHER STATE. I am on my last adventure with SUPERVISOR for my internship. We are on our way to a tractor show. We made this an extended 5 day trip so we could take our time and stop at other museums along the way. You can see a huge difference between state funded museums and others. This trip has been a great experience so far for both of us, we have gained so much insight from seeing other exhibits. We went up on highway to get to the show and we will make our way down another so we can find more museums to explore. The really cool thing is in every museum we have gone through since all summer we have been able to find items in all of the collections that would be able to fit into our mission statement at our museum. We have been able to get great ideas for installments and even some great advice from other museums as well as great connections.

As the summer is coming to an end it is crunch time. I went from enjoying watching the rice grow and change every week during my commutes to the rice changing to a brown color and the sunflower fields taking over. They are slowly changing from oceans of green to oceans of yellow. The staff at the museum laughs at me because they say I am starting to be taken over by agriculture. They catch me you tubing videos on how to harvest rice or how certain tractors are used. SUPERVISOR has seen the change the most, especially when we visited a museum about an hour away and I stumbled across their tractor graveyard. I couldn't wander through there after very long and told her that it heart my heart to see such amazing things being left out in the sun to be ruined. She laughed and said the tractors have gotten to me.

SUPERVISOR is taking these last few weeks to evaluate me on things I feel I have learned, things I feel like the museum lacks, and what good projects would be for other interns to do in the future. This internship has built not only my skill level in a museum and helped show me the areas I am interested in the museum field, but it has helped to grow me as a person as well. This experience has had a huge effect on me and was an amazing experience that anybody trying to get into the museum field should be a part of. I was able to work with SUPERVISOR up close and see how museum politics effect different aspects. I watched other museum directors walk through the museum and express their views on things and how their museum politic work. Being in an agriculture museum I have to realize quiet quickly that it is a male dominated world and as a woman you were either going to sink or swim. SUPERVISOR's job is far from easy and after being there for 6 years she is still tested and still has to fight to be looked to with respect. It's that way throughout life, if you aren't strong you won't get a lot of places especially as a woman.

I worked hard to prove not only to the staff and to SUPERVISOR (she had many doubts about my fitting in) that I could make this internship work, but I worked hard to prove to the board members and to myself that I was determined and strong enough to not be scared away. My tasks for my internship will be completed by the time it is over, and so many other projects that I helped with. I have helped to set up an internship for another student next summer so this program will continue. I have been forced to come to an agreement with the staff who begged me not to go back to school and stay there that I would come back and work there during my Christmas break, and that I would come back to work for the summer when I am done with school. It will definitely be hard having to say goodbye to the new family I have gained through this internship while I am away at school.

Journey of Enlightenment – TRIBAL CENSUS OFFICE

As I look back at when I first started my internship, I thought that it was going to be something really easy. I thought I would be doing mundane tasks as I did last summer. I was mostly filing and packing things because the census program was moving to another building. That was not the case for this summer. I was told that I was going to be going through the deceased files. What I was going to be doing was making sure that the date of death was on there as well as the cause and where they were buried. I was told to make sure that they should have their census number on the file next to their names and that they were to be in alphabetical order. It sounded simple enough. I was worried that I would be bored with my tasks. I was also given a sheet of other tasks I was to do throughout the summer. It was simple tasks such as change the date on dry erase board daily, maintain the “file pile”, and shred documents. Things of that nature.

This excerpt explains a little from my first week working with the census department. June 8th was my first day on the job. I started mid-week due to having a death in the family.

June 8th, 2016

Today I have re-established myself with the way that the files are categorized. Last year for my summer project that I was doing was refiling all the census files by census number. This year all of the active files are in order of their census number instead of by last name. Today my only job was to pull files that my supervisor and her assistant needed. I also refiled the ones that they were finished with.

June 9th, 2016

Today I went through all of the relinquished files and put them in alphabetical order. I also made sure that their old census number was written on their folder as well. When I was done with that I moved all the relinquished files to a different cabinet. Placing them in order as well.

June 10th, 2016

Today was the start of my summer project. I am pulling all of the deceased files that we have and going through each file to make sure they have a DOD (Date of

Date) I also need to make sure that all the files in the folder are correct and belong to the decedent. Once that is done I write the census number on the file and place them back in alphabetical order, by last name, back into the file cabinet. Today I went through A and B.

I didn't learn much the first couple of days because I was doing simple tasks. I went through the relinquished files in one day. The reason was because I didn't look through the documents that were in the relinquished files. I simply wrote the census number on the folder which was located on the index of the file. The index contains vital information. It has a person's name, social security number, Census number, address, mother/father, date of birth, location of birth, degree of blood, natal records (children they have), and if they are deceased it has their date of death, cause of death, and place of burial.

The second week of my internship is where I learned some really interesting things. I was still at the beginning of my project when I realized that the census numbers started with the year they were born. That was partially true. The census numbers look like this: 74-6512. The 74 represents the year they were enrolled into TRIBE. However there are three number that are missing at the beginning. So the whole census number should be: 717-74-6512. In my second week of my journal entries I explain what all this means. What I don't mention are the missing numbers. 717. This number represents TRIBE. Here is my journal entry for June 13, 2016:

June 13, 2016

Today I sorted through the letter C files in the deceased cabinet. I learned a lot by reading through some of the files. I found out that the census numbers start by the year a person was enrolled into the community. Many of the older people did not have Census numbers. I learned from my supervisor was that the reason they didn't have them was because the tribe received control of their own census from BIA until 1974. So those tribal members who had passed before or a little after did not have a census number in TRIBE.

Most people enrolled their children the year they were born. The children also had to be baptized in CHURCH ON RESERVATION in order to be enrolled into the tribe. That is why the later files

of people born starting from the 1980's on were enrolled the same year they were born (or the year after). For example I was born in 1987 so my Census number starts off 717-87-****. Again some of the older people who were born before 1974 enrolled themselves in 1974. Unfortunately the individuals which passed before 1974 were not issued a census number. They did have a number on their files from the original BIA census roll. It only consisted of four numbers. They did not match the census number that we have now once we had gained control.

The following week was where I learned a lot of information. The first thing I learned was how to obtain a Death Certificate. This was extremely hard for me seeing as my grandfather had just passed at the beginning of the internship. It was his death certificate that was being processed. I took great comfort in thinking that my grandfather was still teaching me even though he was no longer in this physical world. He provided me a means of learning the difficult process it takes in order for a family to obtain a death certificate.

June 21, 2016

Today I learned that the process of obtaining a death certificate is a long process. Not necessarily for the family of the deceased but more for our office. Depending on where and when the person expired will determine who will start the process. Here is an example of what the process looks like: If the person dies in UNMH, the family will have to start the process by coming into the census office to report the death. We can pull the file here in the office if we hear about the death but that is as far as it can go without the family reporting the death. When the family member comes into report the death, they have to provide vital information for our office to locate the decedent. Once that is done our office has to find out which doctor is the one who pronounced the person dead. We would contact the hospital and find out the doctor's name. We look through the D.A.V.E system which provides electronic signatures of doctors. Once we have that done then we send our paperwork to vital records in CITY for their records. Unfortunately it is not always that easy. I have witnessed where the doctors were not in the D.A.V.E. system. So in that case the census will have to send hard copies for the doctors to physically sign. Then the hospital will be the ones to send the paperwork to vital.

Another thing that can happen is if the person died outside the community or outside of a hospital (like in a car accident in Albuquerque) Then O.M.I (Offices of Medical Investigators) will start the process of reporting the death. They will investigate the person's death. Once they fill out their portion of the paperwork it comes to Census again and we continue with the process.

It was complicated for my grandfather because his was an example of his doctor's not being in the D.A.V.E. system. We had to once again call the hospital to find out the number in which to fax the paper work to the doctor's and have them physically sign. He was also a special case because he actually had two doctors instead of one like most people had. He had an admitting doctor. She was the one who tended to him while in the hospital. The other doctor was the one who pronounced him expired. It took about a total of two weeks for him to receive his official death certificate.

Mid- week I had been continuing my project with the deceased files when I came to a strange realization. I noticed that when I was going through the files, I had there were six names that were prominent in TRIBE. They were the last names: REDACTED. We suspect the reason for this goes back to when our pueblo people were first being baptized. All our last names are Spanish last names. So when we were baptized we were given catholic names. Seeing this makes me wonder about our history. It brings up many questions for me. Did we pick these last names or were they given to us. Either way I feel that it was a choice of these six last names. Maybe the other last names that came into the pueblo were through marriage. It would explain why we see these other last names in different pueblos, but not many here in Santo Domingo.

Through this experience I learned a lot about my tribe that I didn't realize. There had been some mysterious deaths. We had an epidemic of children deaths ranging from new born to just under a year that died. The typical cause was gastroenteritis. It ranged from the years 1950-1975. It is very sad that we had this type of history in my tribe that no one really talked about it.

Other things I was able to learn was the importance of Blood Quantum for enrolling new members into Santo Domingo. Our tribal council was the one to determine that a blood quantum of 1/4th Santo Domingo qualified a person to be enrolled. This gave the tribe incentive to update their files. Because of this we were able to push for fathers to sign paternal acknowledgment for their children to increase their percentage.

Many things had happened in the Census office that I am not able to share due to the confidentiality agreement I signed. However I have been able to share a few of my experiences with you. Towards the end of my internship I did some reflecting.

July 18th

Today I started the deceased files once again but the break I took last week was something I needed because I was able to get through this set of files without having a heavy heart. I was able to keep myself detached from the files instead of making them a personal thing to me. I think I am learning that it takes a certain type of person to work in this department. I figured it would be an easy internship this year like it was last year. But I have learned way more than I imagined. You have to be a strong willed person to be able to talk to families who have just lost a loved one and help them through the process of obtaining death certificates. Even reporting a death for Census to update our data base. Then to have the patients to help new parents with the enrollment process. To be able to walk them through the steps. We need to have a heart and be able to break the news to people that they/ their kids did not meet the blood quantum in order to be enrolled through TRIBE. I did a lot of reflecting today.

I am a very compassionate person. I was emotionally tied to everyone that I came in contact with. Especially my work with the deceased files. There were a few instances that I had to take a break from my project due to the fact that i was too emotionally attached. I honestly feel that I would be a great asset to my community if I were to continue in this field of work after I graduate from the Institute of American Indian Arts.

Final Assignment – COMMUNITY MURAL

I began the Journey Home internship by attending the TRIBE's Annual Board of Directors meeting on May 17th 2016 to find out what direction the board wanted to go in for the mural. TRIBAL ORGANIZATION decide that the best place for a mural would be at the Memorial hall on the south wall in the main room. At the end of the meeting I was a little worried because they were wanting a large sum and variety of subsistence scenes for every season on several murals. I remember thinking maybe I should do small paintings of each season and just spread it out throughout the wall space. I did not like the idea of doing a bunch of small paintings and I wanted to stick with the original idea, so I decided to google mural examples to get inspiration. After I looked at some photos I was relieved and motivated to take the suggestions from the board and go from there.

In creating the sketch, I listed the main animals we, TRIBAL COMMUNITY, subsistent hunt. I provided the board with several examples of what I thought would be good ideas and they finally agreed on one of the mural sketches June 23rd 2016. Getting approval of the sketch was the hardest part of the whole internship process. It is the summer in REGION, there is a lot of food to put away/ winter preparing to do so it was really hard to get the TRIBAL ORGANIZATION to look at my proposals and get their input. I am glad that I did get the approval and was able to work on painting.

PERSON 1 is my project supervisor but I quickly realized that if I needed a quick answer to a question I need to get in touch with PERSON 2, President of TRIBE. I learned that it is only difficult in the early stages with working with my community. After we figured out the mural placement and idea, I finally felt more comfortable working with TRIBAL ORGANIZATION because I could then practice what I was taught in class.

The initial sketch of the painting changed because I felt that the moose and caribou morph (sharing a head) would be interpreted in a wrong way or be too contemporary for COMMUNITY. After I made that decision to put the caribou on one side and the moose on the other and the painting just fell into place. It flowed. It evolved and morphed into a better painting. Also, I originally I was going to put the floating and led line to show in a subtle way that we were a fishing community. I felt I caught the spirit of the painting and felt that if I added the fishing net it would be redundant to recapture the painting.

From the mural ideas I learned that we are a community that takes pride it how we subsistent live off the land and appreciate the animals. My target audience is the community. Residents who attend elders lunch, bingo, workshops, and potlucks are the ones who are going to view the painting the most. A lot of the potlucks these past few years have been for funerals. A lot of people have been

passing away in COMMUNITY recently. My first week home there was four funerals in three days and all of the potlucks were held in the memorial hall. I made the decision, because of the use of the building, to bring a happy and motivating vibe to the mural. I took out the hunting scenes idea and placed the animals in wildlife in their usual habitat. To soften the mood more, I painted the sky a pinkish purple sunset color. COMMUNITY is known for its vibrant sunset so I think that made it look amazing.

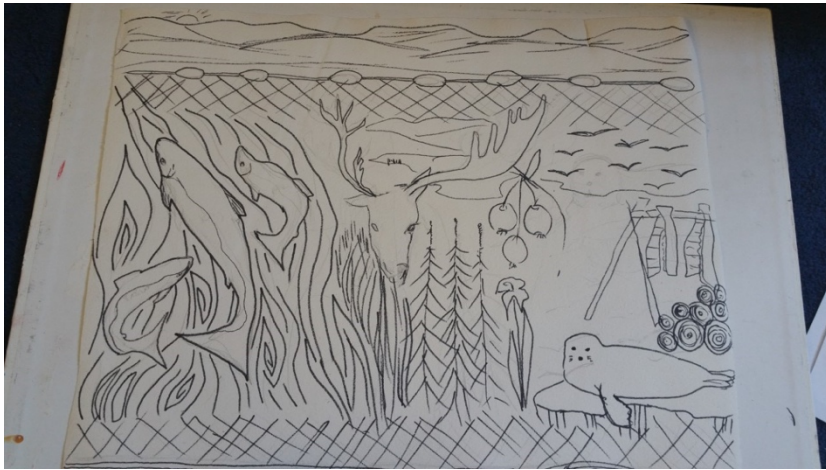
I talked with other artists about my painting Person 3, widow of WELL-KNOWN ARTIST, a well-known and respected artist from REGION. She had a lot of encouraging words with my painting adding suggestions. Another TRIBAL artist from COMMUNITY is PERSON 4 and she also had encouraging advice for me to think about for after graduating IAIA. Part of the reward of this project was having these conversations with people who watched me grow up as a young woman and as an artist. It was really encouraging that my community was excited I was creating an art piece for them. Talking about the mural was a great way to reconnect with my people. They were excited and interested in hearing my process and how I was doing or what stage I was at in the mural. A lot of my cousins had quite a few animal suggestions and scenes.

I researched each animal and types of habitat they are usually found in. I called my parents and cousins for advice on timing of the year we hunt the animals. I like to paint in a very detailed way, but with this mural I wanted it to be less detailed with a painterly brush stroke feel. I learned that if I look up photos of animals in every different light I get a better understanding of what the spirit of the animal looks like. I explored the colors of the animals and worked in my own color. I looked up a lot of photos of the animals used in google images and photos that I took of the land for color reference. I learned that I need to have as much information as possible in order to really get a good understanding of the image I need to capture.

This internship reminded me why I am pursuing my bachelors in studio arts. I need to know and practice the skills necessary for completing big projects like this. I did a small mural just after high school five years ago for the COMMUNITY school. Looking back at that mural for the school versus what I learned at IAIA is incredible. I have come a long way and learned so much methods and approaches when it comes to painting. In starting my mural I used the underpainting method. I used burnt umber as the monochromatic color. This method is one that Jeff Kham taught me in painting 101. I then glazed the color over a few times before adding the dry brush method. Because I used these methods, depth was formed in the mural. If you look close you can see specs of burnt umber underneath. Another thing I learned from this experience was negotiating ideas and concepts for a

mural. Negotiating murals was not a part of the syllabus but I am glad I experienced this because I now know how. I learned that you have to be open to the ideas and know your limitations.

I know I am meant to be an artist and this career is something I am happy to work hard to pursue. I feel so proud that I created this amazing art piece for my community. I am excited to share this piece with COMMUNITY. My short term goal is to stay focused and complete my bachelors in studio arts at IAIA. My long term career goal is to be able to afford to paint every day, by doing large murals for hospitals, schools and corporations. I hope to also get into making prints of my art work so more people can afford to enjoy my work in their living rooms.



Attached is a series of photos that show the how I completed the mural.

This the the sketch we went with for the mural.



This is what the painting looked like with the burnt umber as an under painting.

It rained outside so I had to bring my fish in to dry.



This is the second glaze in the painting.
After the dry brush, deciding to add fish and leave out the net (float line and led line.)

This is the finished piece. Still attaching the painting to the stretcher. Right now I am preparing the wall for mounting.



Internship Final Paper – CULTURE & FORESTRY

My entire internship, from beginning to end, was an experience that I view with much gratitude. When I began my internship, the first day was spent in the mountains. Climbing thousands of feet in the air, being surrounded by the color green—it has a very humbling effect on a person. From that day, the course of my internship revolved around the feeling of humility that happens when spending time in nature. Ascending mountains, walking the mesas and desert floor, and feeling the ways nature has shaped the identity of TRIBE people, was filled with the sharing of knowledge and of reconnection

My role at work was research assistant and student of the land. Nearly every day spent at forestry was outside, gathering and practicing the ways TRIBE interacted with the land. I began with the idea that I would only be learning about our traditional plant knowledge, but as time progressed I was exposed to so much more. History, familial knowledge, my community, culture, data recording, and even grants—all these things I had opportunities to become more familiar with. While at forestry I learned about how the Traditional TRIBE Diet Project is funded by a 5 year Center for Disease Control (CDC) grant that labels the project as a component I which means it receives a fair amount of funding meant for long-term projects. Structurally, forestry is run like any other government funded institution on the reservation, following BIA hierarchy and protocols, although I honestly did not need this internship to be exposed to the workings of forestry. My dad's career with tribal forestry is older than I am, so I was always around this type of tribal-run department.

Knowledge carrying and spreading were major points of my internship experience. Each day I spent with my team was an opportunity to learn how to record data and how to conduct myself as an TRIBE person in relation to the natural world. It was an interesting balance to keep while I was out in the field, but one that I enjoyed learning how to maintain. My family is lucky to have survived the reservation with traditional world views and knowledge. I have an understanding of these traditions, but not being fully immersed in them, it was definitely beneficial for me to learn more through field experience. Much of my internship was based in field research that involved me identifying plants, gathering plants, and recording data such as videos of the team gathering the food plants, the weights and volume of the harvest for nutritional analysis, and working with various departments in San Carlos like Public Health and the Environmental Protection Agency or summer youth programs like the Pathways to College program or the day camp at the People's Farm on the reservation.

Resources to available to me to conduct this research, aside from the CDC grant and forestry, were the minds of my team, and elders, as well as the memories of my family, especially my

grandparents. One resource that I have grown to see as forever invaluable is the land. Though the efforts of my internship, I have come to view our environment as more than a place for people to exist. I have come to know that people exist in the environment in order to live and have a relationship with the land; whether that's gardening or making the effort to keep your local area clean, it is important cultivate some manner of connection to the Earth.

Being involved with my community in these ways has made me realize how often I have spent being attracted to the idea of helping my people, but never acting upon it. After spending hours with youth from our land, I began to see that holding this knowledge is important, but sharing it with those younger than me is one of the keys to building stronger communities. Children and teenagers have minds that are open and willing to learn, and whenever I had the chance to interact with them I have always come away amazed at their ability to retain knowledge and their curiosity for the natural world. This last semester at IAIA was one I struggled with, especially with the way I perceived education and learning, but spending time around children at these camps and programs has given me a sense of what is possible when you keep yourself understanding and willing to learn new things. I am thankful though for having prior experience working with youth programs, or else I am not too sure that I would have been able to navigate their world as well as I did this summer.

Reacquainting myself with this community, being a student and being a teacher, and learning how to reindigenize my view of how to care for the Earth, have all made me come to a few realizations:

1. I want to continue learning traditional knowledge
2. I want to be involved more widely involved with the youth of my community
3. I want to continue my education with graduate level academic endeavors

The experience I have garnered from this internship has elevated my desire to pursue education to a degree that I have not felt so strongly before. Traditional knowledge has given me access to a perspective that is completely removed from the dominant society's, instilling a craving for a deeper understanding of what I have only touched the surface of. Because of this, I have been considering what to do with my current educational path. I am thinking of beginning a minor in indigenous liberal studies, so I can receive a greater understanding of the processes that have brought indigenous peoples to our current societal state, or looking to begin another degree, post-graduation, in environmental law and science, in order to reclaim ancestral lands and rebuild sturdier environmental practice among my reservation. Above all of this though, I know for certain that I would like to apply my knowledge toward achieving a doctorate degree.

Overall, I believe that my time spent interning at forestry was a tremendous success. I call it a success for the fact that I have reconnected with a deep well of knowledge that has protected Apache people and our land, for far longer than western thought can comprehend. Setting this program upon traditional knowledge gives me hope for the future because, even though we are still experiencing colonization, we as Apache people, as indigenous peoples, possess the ability to move and adapt and strive to make connections that impact our self-determination in positive manners. I learned much more than I ever thought I would and know that I have gained a pillar of support made of modern access and traditional knowledge, which I feel is the foundation of helping recreate communities that are full of healthy relationships and meaningful actions.

Journey Home Internship Final Paper – TRIBAL CULTURAL PRESERVATION OFFICE

As the summer of 2016 fell upon me, I was excited to be continuing my academic endeavors through the Institute of American Arts, Journey Home Internship. The internship position granted upon me, has been set up with the TRIBAL ORGANIZATION as a Research Assistant in the field of Cultural Anthropology. The TRIBAL ORGANIZATION will allow me to complete 120 hours of hands on experience and opportunities for my educational enrichment.

As a final requirement for the Journey Home Internship program, I will analyze and overview many of the projects, knowledge, and final thoughts of this summer's events. First I would like to recognize the departments team of intellects that serve the TRIBE and their communities. Director PERSON 1 (Cultural Anthropologist) has worked within the department for over twenty years alongside other experts: PERSON 2 (Department Receptionist), PERSON 3 (Research Assistant), and Person 4 (Department Archivist). Other personnel who have been inducted since are: PERSON 5 (Cultural Anthropologist), PERSON 6 (Legal Researcher), and PERSON 7 (Intellectual Properties Researcher). This team has undertaken numerous sensitive cases to preserve and protect every aspect of TRIBE's Culture. For this summer I was able to work under the supervision of PERSON 5, but had also been partnered with, and influenced by other members in various projects.

One of the most important training practices utilized this summer was TRIBAL Language. It was a pressing matter that, as a TRIBE student, we understand the issues that arise through TRIBE narratives shared by elders. My repertoire of traditional names of landmarks, plants, animals, societies, and protocols has expanded; broadening my understanding of how to review and interpret issues through a dual-linguistic understanding.

Through in depth conversations about anything of cultural importance, I began to reflect back on ideas shared by my past instructors at IAIA. It was frequently hypothesized that common-ground understandings between Western and Indigenous societies can be blurred due to variances in language, beliefs, and cultural responsibilities. Working with DIRECTOR and other respective mentors, I was convinced that achieving this trait would benefit litigating future disputes between TRIBE and the government, or other major cooperation's.

One specific scenario that caught my attention was the recent dispute between Arizona Tribes and the Grand Canyon's Tramway Proposal. The proposal consists of constructing a mega-escalade, hotel, restaurant, visitors, and shopping center for the tourists of Grand Canyon, Arizona. The discussion trending within the dispute acknowledges that the targeted area is of spiritual importance to the twenty-seven tribes of Arizona. After ancient philosophies of sacred land, plants, waters, markers,

trails, artifacts, and many more were constantly being belittled (because of said cultural gap); cultural significances were again properly reiterated and represented to save the vast area under siege.

Techniques taught by the various parties of anthropologists, to have come through TRIBE this summer, were ultimately carried out hands-on. The patience and curiosity mutually shared between anthropologist and myself served to keep us motivated. Once in the field scouting and recording, the team wasted no time in having me operate equipment. GIS mapping was first on the list followed by sampling procedures, excavation techniques, and artifact categorizing.

Although our teams dealt with varying orthodoxy's of research, I learned that the visiting team's main intent was to consult then endorse the tribe's advised evaluations. They have showed awareness in demonstrating that incomplete histories left out of most historical narratives and curriculum are of prudent and valid concern. Native science, perspectives and knowledge of TRIBE's informants was highly sought to connect misunderstood data from earlier studies.

These and other instances illustrate a growth in my mindset. Each work week was mind blowing when being able to employ ideas shared in previous academic experiences. Echoing off of lectures, projects, and other work skills; I was able to express concepts and academic research in a professional manner. These ideas were not only welcomed, but admired for their simplistic enlightenment.

During my previous semester with IAIA, I had been privileged to study further under Porter Swentzell in his Indigenous Narrative/ Interdisciplinary course. While commencing through the semesters research and presentations, we had always been prompted to recognize "respect before knowledge", and "thinking outside the silo's". Swentzell advised not only his pupils, but also (through consultation) various professionals that, when working with sensitive indigenous narratives, these notions should be revered to dwell into indigenous ways of knowing.

Respect before knowledge, in the realm of Indigenous Studies, essentially means understanding the sensitivity of "knowing things" correspondingly and vigilantly. That certain knowledge is an innate privilege or deserves a sort of reverence.

It had also become apparent to me that during the week of Canyonlands Ethnographic Survey, some of the team members took notice of Swentzells notion in *Sushi in Cortez* (Taylor, 2015). DEPARTMENT ARCHIVIST first mentioned the fairly recent book in a group discussion at Newspaper Rock near Moab, Utah. This site was a large wall of petroglyphs, where he felt it be appropriate to mention the notion while recapping the meaning of the rock art. I believe the input

allowed the team to understand respecting places, items, and narratives they come across during their survey.

Furthermore, during the majority of this summer's field surveys, it had seemed almost inevitable not to reminisce on some structured ideas of what anthropology was. From some interesting philosophies shared with Joanne Morales's class, I prompted to attempt linking emic and etic perspectives. This was by not only thinking of my inside cultural perspectives, but also accepting and comprehending my teammates deductions on our study subjects. Observances of social structure, plant knowledge, and sustainability were some of the commonly talked about subjects.

Once again at SITE, we met with a team of researchers who had questions about a certain piece of rock art they termed "The Headless Man". This glyph was painted with red ochre on a large boulder that was situated among a valley of red mesas. After learning more bioregional information and sites inventory of artifacts, we had collectively reevaluated the ancient people's association or motive with the site, and other attributes of the region. The initial interpretation of this spot was one of decapitation or war, they believed the painting represented a shield or beheaded human. Their concern and enquiries were focused on potential oral histories to back the idea up.

The CRATT (Cultural Resource Advisory Task Team) members and I began to address the questions, cross-referencing our material and ideas. Our personal lead was sharing thoughts on plants present and compared it to particular evident artifacts. SCHOLAR suggested that, because of the vast amounts of Indian Millet, the area was a grand gathering area. That ideas caught fire because of the practicality of the valley and evidence. The image was a common known burden basket technique known to Hopi and Ute people, the site was an offering site to begin communal harvesting, millet in particular. Above in the mesas were grinding stones and other processing equipment, like the burden basket. Other glyphs of grass and rabbits were found that day, thus suggesting this was also a rabbit hunting site.

These and many more surveys broadened my perspective on applied science and Indigenous science among the Colorado Plateau. I was able to contribute something ideas to the National Park Service, which is gratifying. These observations and commentaries had been a learning process, but organizational structures also had to be studied and practiced. One important guide reviewed was TRIBAL ORGANIZATION's compilation and guide to identifying pottery sherds, this included physical samples to study thoroughly. Other department procedures included organizing and recording office documents, equipment, multimedia, literature, and artifacts that provided insight while filtering

through. My personal preferred study material was *Wild Plant and Native People of the Four Corners* (Dunmire 1997).

Field protocols and conditioning had to be understood as well, we had to endure and work safe in the hot climates making sure one another was hydrated and nourished. The team worked strenuously and closely because of these conditions, allowing me to comprehend the complex realities of cultural anthropology. The men and woman at TRIBAL ORGANIZATION are passionate, hardworking, respectable elders who deal well with these enormous responsibilities. From the given tasks and assignments, I grasped a sense of underutilization from the TRIBAL COUNCIL in a sense that they do not fund, promote, and manage the important facets of the department.

The institution, on the other hand, does continue to utilize healthy relationships between entities such as State Parks, Universities, BLM (Bureau of Land Management), Influential TRIBAL TRADITIONALISTS and other non-profit organizations. This institution exemplified how these relationships work, primarily through Ordinance No. XX of the TRIBE, and P.L 101-601 (NAGPRA). These official declarations allow TRIBAL ORGANIZATION to lawfully pursue recording and preserving anything of cultural interest.

TRIBAL ORGANIZATION has put forth their best efforts in meeting with outside entities to create a common understanding of how special and important sacred land and objects are to a people of THE REGION. This research assistant position allowed me to comprehend many of the ideas, projects, frustrations and other experiences in college. Thinking long-term career goals and the influence this internship has had on those opinions, I feel this summer has demonstrated the importance of “what you can contribute to your community.” Every time this query comes round, my response is always reformed. I feel that Indigenous intelligence is so vital and integrative that limiting myself to a singular platform would be unfulfilling.

Ideas of a career goal thus far would preferably involve sponsoring reclaims and defense for Indigenous peoples multifaceted worlds that include, but not limited to, environmental matters, undisclosed narratives, land, artifacts, arts, and anything of substantial importance. Those are the issues in the world that motivate myself to work harder, smarter, and with fervent determination. This summer has left a mark on my life forever, I want to humbly thank you all for the opportunity, the patience, and support. (Thank you).

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Native Art Business Internship



I entered into this world not quite fully understanding how it would go. SUPERVISOR is an acquaintance of mine, but I believe in her work and what she does for the Native Arts community. I was truly inspired to hear that she was willing to work with me over the summer. I moved around a lot as a child. Every time we would move, I would daydream about what sort of changes would come into my life. I found myself doing just the same with this internship. I walked into this full of hope, creative juices flowing and dreaming of the possibilities that could come out of it. I've had quite the summer and I'm happy to recount it now.

We began the summer with a bang. SUPERVISOR was told of a storefront opening, and we discussed what it would be like to turn her traveling business into a store. It all seemed so far fetched and something that would be happening perhaps in a few years, like a far off daydream, however, that's not what ended up happening. At the beginning of my internship SUPERVISOR thought it would be interesting to at least try for the storefront, as it was going to be available for anyone in her tribe who had a business plan. So that's what we did. We watched Youtube videos, read many articles, looked up the most words in a dictionary I've looked up since I was probably in high school and educated myself on what it was I needed to do to make this dream become a reality. Along with the research of what it means to write a business plan, I also researched the deep and rich history of Native American art. I'd be lying if I said this was something I've always been aware of, but that's not true at all. My view and taste of Native American art as an urban Indian was littered with Made In China dream catchers and fake headdresses. My mother is an artist but most of her friends as well as

herself are jewelry makers, I thought for the longest time that was all that there was for us. My mind has most definitely changed.

Being at IAIA for the year before my internship really helped to strengthen what I had to bring to this internship. I've been immersed amongst modern indigenous artists as well as absorbing those that came before us. I can see how far we've come and how important it is to embrace modernity within art. I've come away with such a different mindset than what I had before I came to Santa Fe. Even though I think this is important, I think the most important change of mind I am coming away with from this past year is the general importance of Native American artists and their roles in the community. In my research I discovered how much of our resiliency speaks from our hearts, our eyes and our hands through the power of art. How much of culture and integrity has stayed with us due to our ability to harness our imaginations. Amazing enough, I stumbled across an article titled "What Is So Important About Native American Art" by Lara M. Evans and thought what an incredible blessing. It felt like what would be a great omen as I seemed to have come full circle and began the writing of what we had planned to do. When I discovered this sentence, "Our art forms give us the tools we need to cope with change, to be resilient, to make conscious choices that consider the long term. Thinking seven generations ahead requires imagination!" (Evans, "Why is Native American Art Important") I couldn't help but see how much this would become a mantra for me for the entire summer.

It was only within a few days that we had learned that we secured our place and that we could begin finding artists to fulfill our inventory. I began my search from my most coveted pieces such as Jaime Okuma scarves, B. Yellowtail dresses, Holly Young earrings, and Steven Paul Judd T-shirts. I was in awe that I actually had an excuse to speak with these multi talented people. Everything that I did came with a certain rhythm. It was almost as if this was all meant to happen. I can't help but feel that we as humans like to believe in fate after a series of coincidences that further push that narrative within ourselves. I still do not know that I truly believe in fate but I do know I believe in rhythm and that is exactly what kept happening with this internship. I took a day to explore the two room gallery dedicated to Native American art at the MIA while I was back at home and it was just as I was admiring and inspecting the intricate work of Jaime Okuma and when I received an email from her, furthering our conversation about carrying her work at SUPERVISOR's new storefront. Not but 15 minutes later I was admiring a life size sculpture by Allan Houser when I received a phone call

from the school telling me I received the Allan Houser scholarship. I thought the world had gone mad and could not ever think of another time when things just went so right for me, as they always seem to go so wrong. It was little instances like this that pushed me along this summer and made me believe I was on the right track because it did get difficult sometimes.

SUPERVISOR and I are at the opposite ends of personality spectrum. Although I am shy I do think of myself as a communicator. I like to talk things through and really get to know people. I also believe that kindness is the key component in what is missing most in this world when people tend to interact. SUPERVISOR is also shy but does not believe in communication. She tends to really stay quiet and never really asks anything. The secret language of SUPERVISOR is what one of the biggest accomplishments I've overcome this summer. Knowing when she was asking a question and not just making a statement was the key to our overall success I believe.

Overall, beyond our families' health issues and a few instances I believe I learned quite a bit and think that the internship went as smooth as can be. In my research I found a strong backing to further my research into the importance of Native art. I discovered how much of our resiliency we owe to our artwork. There is just something about Native art that so different than the rest. I remember a few years ago a friend of mine was given a star quilt and she asked her native friends how she could honor it, bless it and hang it in a respectful way. We all told her the best way to honor those who gave it to her, is to actually use it. Just in that conversation I could see the utilitarian side to us, our hunter gatherer mindset is still here. I can see it in the Copenhagen lid tops being used as jingles on a jingle dress, and in my fellow students using pieces of hosing, tiles, and stone as canvas, in using the quills of the porcupine as art piece and the use of dentalium shells as currency.

There is a strength and resiliency to our culture and I never quite seen the connection between that and our art, I believe this internship helped to strengthen that idea of how much of our resiliency we owe to art for myself. It lit the idea of why we are still here like a wildfire in my brain. When we purchased earrings from a single mother and she bought diapers and I then went on to see those same earrings being purchased by a single mother for her daughter I didn't see the money aspect, I seen love and care in a way that I think is hard for non natives to see. There seems to always be an exchange between us, as Native peoples, whether or not it is monetarily. The power that comes from that, I see as an ancient form of respect that we still continue to have with one another, I

appreciated being on the side that provides support and I can see this internship taking me beyond just this summer. It truly changed my mind and my pride for our artwork. Wopila Tanka, Pilmayaye.

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

Strategic Theme 1: Improve student success.

1.1 Increase involvement of all IAIA stakeholders in student success

Project one: - Academic Tech: Develop face to face training sessions and online tutorial documentation to instruct/support students, faculty and staff in use of newly adopted Learning Management System (LMS). Develop online tutorial documentation to support students, faculty and staff in the access and use of computer programs such as Empower, 365 Online, emails, May 2017 10%

Project two: - Registrar: Complete programing for degree audit module in Empower in assurance that all student courses are accurately reflected in their specific degree plan. 40%.

1.2 Increase enrollment; improve retention and completion

Project one: – Developmental Education: Create a Dev. Ed. Committee to focuses on issues of sustainability, sufficient academic preparation, and pedagogy. The Dev. Ed. Coordinator will also facilitate meetings and provide support for faculty and adjuncts teaching Dev Ed courses. Develop and implement linked courses to increase persistence and engagement of student learning: a) Drawing I with English 99; English 99 and English 98. Expected completion date: May 2017 20%

Project two – MFA: Increase enrollment by instituting a Young Adult MFA track. Expected completion date: Propose course, November 2016; Institute curriculum, December 2016; Hire two faculty members, January 2017; Advertise and begin recruiting, January 2017. 10%

1.5 Develop student leadership skills

Project One - Library: Student worker assessment. Library student workers will receive training on critical aspects of the library including: customer service, library skills, research skills, and cleaning. – All staff. Library staff members will ensure students are trained on all aspects of the library. – May 2017. 20%

Project Two – Library: A library guide highlighting resources on Native American artists to be used in conjunction with Studio Arts classes. May 2017. 20%

Strategic Theme 2: Strengthen Academic Programs

2.1 Develop and promote an Indigenous assessment model.

Project one: – Creative Writing, Indigenous Liberal Studies, Library, Health and Fitness : Using an indigenous assessment paradigm to assess one end-of-the-semester public readings in the Fall and Spring. (Level IV Seniors-Fall & Thesis II-Spring), ILS course and program improvement, follow-up on initial Indigenous

assessment activities and assist other IAIA departments & programs including Health and Fitness course assessment: May 2017 40%

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

Project one: Academic Strategic Plan: Create an Academic Strategic Plan linked to IAIA mission and Plan 2020. The core work group is the APPC members who will meet two days in Fall and two days in the Spring and then culminate with a daylong facilitated retreat. The mission will be translated to goal and realistic resources. Assess the feasibility of adding undergraduate and graduate programs in several fields of study. May 2017. 10%

2.3. More fully implement academic program review

Project one: – Studio Arts: Activate assessment within Studio Arts, update current assessment activities while enacting new methods of data collection, archiving, and closings. May 2017. 40%

Project two: – Studio Arts: Create a foundations-level show. This will act as an assessment of the Studio Arts foundations program and a way to honor sophomore students with a large group show open to the community. March 2017. 40%

Project three: – MFA: Review assessment projects: Evaluating students' ability to incorporate critiques into revisions and evaluate mastery of their chosen genres. Expected completion date: July 2017. 40%

Project four: - Academic Unit will implement a course evaluation via on-line intersection by using Survey Monkey. The data is collected on-line and available immediately. May 2017. 20%

2.5. Offer more courses in Science, Mathematics, and Computer Science that meet the needs of our students

Project one: – Essential Studies: Develop a new science class entitle "Desert Ecology". January 2017 50%

Strategic Theme 3: Build College Community

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

Project one: - MFA: Writers Festival Lannan Visitors, Lannan event tickets. Explore NM Arts Grant to bring in known Native writers. Expected completion date: May 2017. 10%

Project two: - Library: Connecting students with alumni. The IAIA archives will produce outreach fliers for the college community. The fliers will feature on tables in the café for optimal exposure. May 2017 10%

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

Project one: - Academic unit: Develop a Health and Safety program for the Arts. The Dean will Chair a committee of campus wide representatives, to recognize,

evaluate, and to reduce potential hazards to the extent possible. Develop training materials for faculty, adjuncts and in Residence Artists. May 2017 10%

Strategic Theme 4: Advance Contemporary Native Arts and Culture

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

Project one: - Library: Create library and museum links on the website and in course guides that link the Library collection and Museum collection. Create a link to the digital collection on the library's website. Meet with museum staff to see how the library can work in a collaborative way to share. August 2017. 20%

Project two: - Library: Smithsonian Photo Collection. Librarians will work with students to rehouse the Smithsonian Photo Collection held in the Library. May 2017. 40%

4.3 Advance scholarship and dialogue on indigenous arts and culture

Project 4: 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. 100% complete.

Project 5: 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. 100% complete.

4.5. Engage with indigenous communities world-wide

Project One: - Library: Sequoyah Tribal Newspaper project. The Library's historic tribal newspapers will be identified. Historic tribal newspapers will be shipped to Sequoyah National Research Center. August 2017. 10%

Other news:

The IAIA library began hosting the Native Voices Exhibit on the IAIA campus in October. The IAIA library along with the other TCU libraries in New Mexico received an iPad displaying the virtual exhibit, a set of health books, and exhibit material from Native and Distance Services Librarian Patricia Bradley at the Health Sciences Library and Informatics Center at UNM. The Native Voices exhibit is sponsored by the National Libraries of Medicine and explores the interconnectedness of wellness, illness, and cultural life of Native Americans, Alaska Natives, and Native Hawaiians. The exhibit will also be part of IAIA's food days at the end of October.

Faculty highlights

Associate Professor, James Stevens was invited to do a poetry reading with poet, Juan Morales, at SOMOS up in Taos on August 17th. Five of his poems were selected for an anthology of Native American poets published by the University of Kent in England. He also has a poem and essay coming out in the anthology, "The World is One Place: Native American Poets Visit the Middle East," a book edited by Cherokee writer, Diane Glancy. Published by BkMk Press of Kansas City, MO in 2017.

Staff news

Charlene Teters is a Recipient the Women's Caucus for Arts Lifetime Achievement Award. Awards ceremony is February 2017 during the CAA conference. Essay written by Lucy Lippard and award presenter Jaune Quick TooSmith. Will participant in a panel discussion at the University of Kansas with Robert Warrior and Norman Akers October 25, 2016.

Jon Davis has poems in two anthologies: The Golden Shovel Anthology: New Poems Honoring Gwendolyn Brooks, University of Arkansas Press. Poems about Sculpture, Alfred A. Knopf (Everyman's Library Pocket Poets).

Ryan Flahive Is serving as the Local Arrangements Chair for the New Mexico Association of Museums Annual Conference hosted at IAIA in November 2016. He is serving his second term on the New Mexico Historical Records Advisory Board where he is working to foster relationships between the board and UNM.

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 Was elected in August as the 4-Year Representative on the New Mexico Consortium of Academic Libraries board. She will present a session on library assessment at the Mountain Plains Library Association/Colorado Library Association Annual Conference at the end of October.

JoAnn Bishop

Is working on is the fitness web page and created and chaired the 2016 Food Day planning committee. She has also renewed her Group Fitness Instructor as Gold-certified (first earned 1986) and Personal Trainer certificate (first earned 1990) with the American Council on Exercise. JoAnn received the "Gold Sticker" as being the first cohort of instructors to achieve certifications.

Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: Dean Teters, Academic Unit_____Date:__October 13, 2016____

<i>Institutional Priority</i>	<i>Project Description</i>	<i>Action Step(s)</i>	<i>Effectiveness Measure(s)</i>	<i>Budget Considerations</i>	<i>Communication Considerations</i>	<i>Deliverable(s)</i>	<i>Expected Completion Date</i>
I. Improve Student Success. A) Increase involvement of all IAIA stakeholders in student success.	<ul style="list-style-type: none"> • Academic Tech: Develop face to face training sessions to instruct faculty and staff in the use of the newly adopted Learning Management System • Develop online tutorial documentation to support students faculty and staff in the use of the new LMS 	<ul style="list-style-type: none"> • Select and pilot the LMS • Assess effectiveness of existing online support for the LMS • Develop face to face trainings and online help manuals to assist faculty in course creation and maintenance • Trainings to assist students in LMS navigation. 	<ul style="list-style-type: none"> • Adoption of Screensteps, an online program that allows organizations to easily build and maintain a knowledge base of support documents. • Adoption of Tinderbox, Trello and other programs to assist in visualization of workflows necessary to create support documents. 	Screensteps, Tinderbox, and Trello are recurring annual fees	<ul style="list-style-type: none"> • Involve students, faculty and staff in the revising and support documents • Board Report 	<ul style="list-style-type: none"> • Fully online support for the LMS • Regular Face to face trainings offered at optimal times to benefit faculty and students in using the LMS 	May 2017

Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: Dean Teters, Academic Unit_____Date: __October 13, 2016____

<p>I. Improve Student Success</p> <p>A) Increase involvement of all IAIA stakeholders in student success.</p>	<ul style="list-style-type: none"> • Academic Registrar: Complete programming for Degree Audit module in Empower in assurance all students courses are accurately reflected in thier specific degree plan. 	<ul style="list-style-type: none"> • Dedicate days for work on degree audit every month until complete. 	<ul style="list-style-type: none"> • Degree audit test on years completed to date. • Continue adding data until complete. 	None	<ul style="list-style-type: none"> • Board reort 	<ul style="list-style-type: none"> • Degree audit of all student reports. 	May 2017
<p>I Improve Student Success</p> <p>B) Increase enrollment: Improve retention and completion.</p>	<ul style="list-style-type: none"> • Dev. Ed. Committee to focuses on issues of sustainability, suffient academic preparation and pedagogy. 	<ul style="list-style-type: none"> • Monthly meetings of faculty teaching Dev/Ed. Courses. • Create strategies for persistance and completion. 	<ul style="list-style-type: none"> • Develop, implement and assess linked courses to increase persistence and engagement of student learning. 	New staff position: Dev. Ed. Coordinator	<ul style="list-style-type: none"> • Monthly meetings with Dev. Ed. Faculty and Academic Dean. • Report to APPC, President and Board Report. 	<ul style="list-style-type: none"> • Develop new curriculum 	August 2017

Institute of American Indian Arts
Plan 2020

2016-2017 Annual Work Plan

Responsible Unit or Individual: Dean Teters, Academic Unit _____ Date: __October 13, 2016__

I. Improve Student Success B Increase enrollment	MFA: Increase enrollment by instituting a Young Adult MFA track.	1) Institute curriculum. 2) Hire two faculty. 3) Advertise and recruit in January 2017 for summer 2017.	Increase enrollment in program by 8-10 students beginning in July 2017.	Current budget plus an increase of \$12,000 per student, based on tuition income, will suffice.	Communications will go through Dean, Curriculum Committee, MFA stakeholders (faculty and students), library, admissions, and PR department.	<ul style="list-style-type: none"> • Report on enrollment is delivered by Admissions. • Board report. 	Advertise and begin recruiting for February 15, 2017 deadline. January 1.
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Institute of American Indian Arts
Plan 2020

2016-2017 Annual Work Plan

Responsible Unit or Individual: Dean Teters, Academic Unit _____ Date: __October 13, 2016__

I. Improve student success for MFA students. E. Develop student leadership skills	MFA 1)Magazine 2)Participation in conferences?	1)Continue the ongoing leadership projects: student editorship of online journal and student participation in writing conferences: NALS, AWP, Sierra Nevada MFA Program, Writing by Writers, Vermont Studio Center, and others. Expand as possible.	Student exit survey, alumni survey, and other student successes.	Budget: Approximately \$25,000 annually.	Will communicate through Dean and assessment reports annually.	<ul style="list-style-type: none"> Assessment report. 	July 2017
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Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: Dean Teters, Academic Unit _____ Date: __October 13, 2016__

I. Improve Student Success	A library guide highlighting resources on Native American artists to be used in conjunction with Studio Arts classes.	<ul style="list-style-type: none"> -Art faculty will be contacted to gather list of artists. -Librarians will create a libguide to highlight the artists and the library's resources associated with the artist. - Jenni 	-Usage of the libguide will be tracked.		<ul style="list-style-type: none"> -Information about the libguide will be shared with the art faculty, via the library newsletter, and will be shared among the library staff so it can become a common place of referral. 	<ul style="list-style-type: none"> -A libguide listing Native artists with library, archives, and museum resources available at IAIA. 	May 2017
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Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: Dean Teters, Academic Unit _____ Date: __October 13, 2016__

I. Improve Student Success E. Develop Student Leadership Skills	Library Student worker assessment	<p>-Library student workers will receive training on critical aspects of the library including: customer service, library skills, research skills, and cleaning. – All staff</p> <p>-Library staff members will ensure students are trained on all aspects of the library. – All staff</p>	<p>-Student workers will say they are confident in the areas in which they have been trained and will have achieved a level 3 on nearly every area of the rubric.</p> <p>-Library staff members will report few issues with students' and their capabilities in completing their assigned tasks.</p>		<p>-Students know the areas of work on which they will be evaluated.</p> <p>-Staff members will communicate with each other about student training successes and challenges.</p> <p>-Students will meet with library staff members during an evaluation period at the end of each semester.</p>	<p>-Student worker rubric.</p> <p>-Student worker training checklist.</p> <p>-Student worker evaluation.</p>	May 2017
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Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: Dean Teters, Academic Unit _____ Date: __October 13, 2016__

<p>II. Strengthen Academic Programs.</p> <p>A.</p> <p>Develop and Promote an Indigenous assessment model.</p>	<p>Creative Writing, Indigenous Liberal Studies and Health and Wellness will use the indigenous assessment paradigm to assess</p> <p>1). Creative Writing public readings.</p> <p>2) ILS course and program improvement.</p> <p>3)HEAL class assessment.</p>	<p>1) Continue to use the Indigenous assessment model.</p> <p>2) Make improvments.</p> <p>3) Re-assess</p>	<p>Community engagement Reports</p>	<p>Minimal resourses needed.</p>	<p>Report to Dean, APPC and Board</p>	<p>May 2017</p>
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Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: Dean Teters, Academic Unit _____ Date: __October 13, 2016__

2 Strengthen Academic Programs B. Academic Strategic Plan that will address Plan 2020 Institutional priorities and future growth.	Academic Unit: Create an Academic Strategic Plan linked to IAIA mission and Plan 2020.	1. Core work group is APPC members. We will encourage student participation. 2. We have selected two days in Fall 2016. And will continue with two days in the Spring 2017. 3. End with a day long facilitated retreat.	1. Academic Plan. 2. The mission is translated to goals with realistic resources.	Minimal	Report to APPC, Cabinet, and Board.	Plan	May 2017
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Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: Dean Teters, Academic Unit _____ Date: __October 13, 2016__

3. Build College Community. A. Promote health, wellness and safety for all members of the campus community.	Academic Unit. Project. Develop a Health and Safety program for the Arts.	!. Dean will Chair a committee of campus wide representatives. To recognize, to evaluate, and to reduce potential hazards to the extend possible in art process.	Develop training materials for Faculty, adjuncts and Artist in Residence.	Minimal	Report to APPC, Faculty Council and Board	Operational committee	May 2017
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Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: Dean Teters, Academic Unit_____Date: __October 13, 2016____

2. Strengthen Academic Programs – More C. Fully Implement Academic Program Review	Studio Arts Fully activate assessment within Studio Artss Enact new methods of data collection and archiving. Closing the loop on all activities.	Digitization of record keeping. Update assessment activity. Dev an assessment timeline for completion.	online space for Studio Arts assessment. We expect to see a rise in data and quality of data.	Wufoo, Google docs/drive, Microsoft one drive, Survey Monkey. And Digication.	Assesement report Academic Dean and Office of Institutional Research. Board report.	a fully implemented assessment practice and cycle with an online system for keeping records and centralizing our assessment efforts.	May SP17.
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Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: Dean Teters, Academic Unit _____ Date: __October 13, 2016__

2. Strengthen Academic Programs – More C. Fully Implement Academic Program Review	Studio Arts Create a foundations-level show . This will act as an assessment of the Studio Arts Foundations Program and a way to honor sophomore students with a large group show open to the community.	This project is already underway. 1) Regular foundations committee meetings to organize this event in consultation with Mary DeLeary. 2) Faculty and adjuncts teaching FUND courses choose a single project from each class to	1) An outside evaluator come in to provide feedback on the show and the foundations program overall. 2) written report as well as a rubric for each assignment shown.	Minimal	This show will be open to the public and advertised on and off campus. a report detailing the results of the assessment activity will be included with the annual assessment report required by the Deans office and Institutional Research.	This is a pilot of the event and the deliverable is overall assessment data that can be used to improve the Studio Arts foundations program. This annual event will be tied to our new Sophomore Capstone/Seminar course.	March 2017
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Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: Dean Teters, Academic Unit_____Date: __October 13, 2016____

2. Strengthen academic programs C. More fully implement academic program review	MFA: Review assessment projects: Evaluating students' ability to incorporate critiques into revisions and evaluate mastery of their chosen genres.	We'll review the results of outside thesis review, alumni survey, graduating student survey, and internal review and make program changes as needed	Annual assessment report will examine success or failure of changes.	\$5,000 for yearly evaluation of theses. \$300 for Survey Monkey subscription. Director's and coordinator's time.	Communication with students and faculty mentors.	Assessment report.	Annual deadline to coincide with annual assessment report.
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Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: Dean Teters, Academic Unit_____Date: __October 13, 2016____

2. Strengthen Academic Programs. E. Offer more courses in Science, Math and Computer Science that meets the needs of students.	Essential Studies: Develop a new science class entitled "Desert Ecology"	Thomas Antonio will present to the curriculum committee a course proposal for this new science course.	The class will be offered each Spring semester at IAIA.	I am working with The IAIA Library Director, Valerie Nye to write a grant to provide funds for reference books, DVDs, and field equipment for this course.	Once the course is approved by the curriculum committee and goes to the Faculty Council and also approved it will be placed into the Spring schedule.	IAIA will have another appropriate college level science course in our catalogue.	Spring 2017 semester.
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Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: Dean Teters, Academic Unit _____ Date: __October 13, 2016__

2. Strengthen Academic Programs. C. More fully Implement academic Program review.	Academic Unit: Implement a course evaluation via online interaction by using Survey Monkey.	1. streamlined course evaluation to 9 questions and two narrative response questions to course content and learning objects. 2. online format.	We will be able to create data reports.	minimal	Report to Dean and APPC.	Cabinet and Board reports.	May 2017
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Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: Dean Teters, Academic Unit _____ Date: __October 13, 2016__

3 Build College Community. D. Bring Students, faculty and staff together in campus-centric activities	MFA: Writers Festival Lannan Visitors Lannan event tickets Explore New Mexico Arts Grant to bring in more generally known Native writers (ex. Louise Erdrich)	Will broaden outreach to students , staff, faculty who are not in the creative writing program.	Increased attendance by students, faculty, and staff.	minimal	Increase communication through email, social media, posters.	Evaluate after each event.	May 2017
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Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: Dean Teters, Academic Unit _____ Date: __October 13, 2016__

3. D. Bring students, faculty, and staff together in campus- centric activities	Connecting students with alumni.	The IAIA archives will produce outreach fliers for the college community. The fliers will be featured on tables in the café for optimal exposure.	The flyers will create a sense of community and place for students.		-The archivist will communicate with the Alumni office. -The flyers will be the communication piece.	Monthly fliers will highlight, in some combination, an IAIA alumnus, “hidden” archives collections, IAIA history facts, and suggestions on how students can creatively use the archives in artwork/classwork.	May 2017
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Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: Dean Teters, Academic Unit _____ Date: __October 13, 2016__

4.Advance Contemporary Native Arts and Culture A. Expand collaboration between the Museum, academic and student support programs	Library Create links on the website and in course guides that link the library collection and museum collection	-Create a link to the museum's digital collection on the library's website. - Val -Meet with museum staff to see how the library can work in a collaborative way to share	Users will recognize a connection between the library's collection and museum's collection.		-Library staff must communicate with museum staff. -When links are created, attention needs to be drawn to the links. -Librarians will include the museum's digital collection as a resources in library resource guides.		August 2017
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Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: Dean Teters, Academic Unit _____ Date: __October 13, 2016__

<p>4.Advance Contemporary Native Arts and Culture</p> <p>A. Expand collaboration between the Museum, academic and student support programs</p>	<p>Library</p> <p>Create links on the website and in course guides that link the library collection and museum collection</p>	<p>-Create a link to the museum's digital collection on the library's website. - Val</p> <p>-Meet with museum staff to see how the library can work in a collaborative way to share collection information. – All staff</p> <p>-Library staff members will research linking the museum's digital collection with the library's catalog. - Jessica</p>	<p>Users will recognize a connection between the library's collection and museum's collection.</p>		<p>-Library staff must communicate with museum staff.</p> <p>-When links are created, attention needs to be drawn to the links.</p> <p>-Librarians will include the museum's digital collection as a resources in library resource guides.</p>		<p>August 2017</p>
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Institute of American Indian Arts
Plan 2020

2016-2017 Annual Work Plan

Responsible Unit or Individual: Dean Teters, Academic Unit _____ Date: __October 13, 2016__

4. Advance contemporary Native arts and cultures D. Grow the IAIA collection	Library Smithsonian Photo Collection	-Librarians will work with students to rehouse the Smithsonian Photo Collection held in the library. - Jessica	-The Smithsonian Photo collection will be rehoused and relocated from the archives to the library storage area.		-The library will communicate information about access to the collection via the library's newsletter.	-The collection will be housed in its new location -New space will be created in the archives.	August 2017
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Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: Dean Teters, Academic Unit _____ Date: __October 13, 2016__

4.Advance Contemporary Native Arts and Culture E. Engage with Indigenous communities world-wide.	Library project: Sequoyah Tribal Newspaper Project	-The library's historic tribal newspapers will be identified -Historic tribal newspapers will be shipped to Sequoyah National Research Center - Jenni	50% of the historic newspaper collection will be shipped to Sequoyah National Research Center		-Library staff will communicate with Sequoyah National Research Center staff. -Library staff will share information about this project with the IAIA community.	New space will be created in the library's Special Collection shelving.	August 2016
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To: Dr. Robert Martin
 From: Nena Martinez Anaya
 Date: October 17, 2016
 Subj: Quarterly Board Report

Strategic Theme 1: Improve Student Success

1.2 Increase enrollment; improve retention and completion

The below chart includes 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 was to reach 500 FTE and we reached 474 which is an **11.5%** increase while we aimed for an 18% increase we have adjusted the percentage increases needed each year to reach 700 FTE by the year 2020 below.

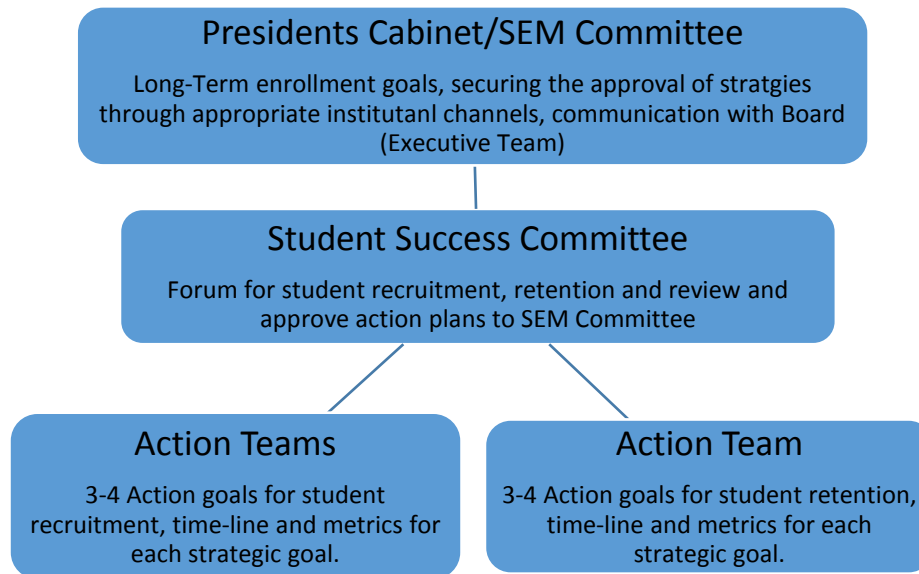
Fall Semesters	FTE	FTE	FTE % +/- GOAL	Actual	Adjustment Percentage
FA12-FA13	325	344	5%		
FA13-FA14	344	393	14%		
FA14-FA15	393	422	7%		
FA15-FA16	422	500	18%	474	11.5%
FA16-FA17	500	550	9%		10%
FA17-FA18	550	600	9%		10%
FA18-FA19	600	650	9%		10%
FA19-FA20	650	700	9%		10%

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%
SP16-SP17	420	450	7%
SP17-SP18	450	500	9%
SP18-SP19	500	550	9%
SP19-SP20	550	600	9%

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.

The Strategic Enrollment Management Committee are the IAIA Presidents Cabinet Members who approve long term enrollment goals and updates to the SEM plan. Also, we have reinstated the Student Success Committee to provide a forum to strengthen retention and recruitment through policies and procedures regarding: Recruitment, Admissions and Student Success Center responsibilities. The Student Success Committee will track and review all Retention Strategic Plan processes and data in order to annually update, implement and refine

the Action Teams. Utilizing IAIA retention data, the Student Success Committee will provide ongoing input and feedback to strengthen the programs and activities provided by the Student Success Center. The committee will assist in identifying critical resources to meet student success retention goals and recruitment goals. The Committee will review, analyze and make recommendations to the Chief Enrollment/Recruitment Officer to be approved by SEM Committee and the President.



The following Action Teams have met the Strategic Enrollment Management goals and recommendations from the AACRAO Consultant report and/or have moved into departments that have been developed since 2013.

Scholarship Committee Action Team -The team has researched financial barriers with IAIA scholarships and provided recommendations approved by SEM Committee which took effect for fall 2015 and we are working with Bill Sayre to analyze the effects of the changes through the SSC Committee.

Continuing Education Action Team- A CEU Manager, Joannie Romero was hired and this team has evolved into the Office of Sponsored Programs under Laurie Logan Brayshaw.

Marketing Action Team- Marketing Director, Eric Davis was hired this department was formed to also include Jason Ordaz, The following recommendations from AACRAO have been completed.

- 2.C. Refresh and revamp the IAIA website to focus on prospective students.
- 7.A. Continue and enhance IAIA's new marketing initiatives to emphasize its distinctiveness as an institution focused on Native arts.
- 7.B. Maintain the focus of academic programs on Native arts.
- 7.C. Revise the website to focus on prospective students as the primary target market, with well-defined links to gateway pages for IAIA's many other important stakeholders, including faculty, staff, alumni, and parents.

Alumni/Faculty/Staff as Recruiters Action Team- the AACRAO Consultant highly discouraged this approach to have IAIA alum, faculty and staff recruit. "Recruitment travel and communications are best carried out by Admissions staff. When others attempt to do this work, in spite of their best intentions, the result is often the

dissemination of misinformation that actually is counterproductive to the recruitment process.” We will use faculty to discuss highlights of their programs with the dual credit and 2+2 programs.

- 5.A. Refine and limit plans to involve faculty and alumni in recruitment travel. Instead identify key points in the recruitment process where faculty and alumni can be most useful, making maximum use of their expertise and time.

Empower Action Team-This team completed the enrollment infrastructure with the Empower database. This online application set-up took an estimated 9-12 months to build the database to make electronic responses, inquiries and admissions immediate.

- 3.A. Review all application and admission procedures and eliminate those that do not impact a significant number of admissions decisions.
- 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.
- 3.C. Implement Empower admissions functions and automate the admission process.

IAIA Strategic Enrollment Management Current Action Teams have been identified to immediately assist with the pressing issues preventing increased enrollment. This is a campus-wide initiative to include IAIA members from all areas. Below are the remaining Action Teams: Offsite Action Team; Dual Credit/2+2 Action Team; Online Action Team; Statistical Analysis Action Team and are recommending two new Action Teams- International Recruitment Action Team and an ADA Action Team to work on the Strategic ADA Campus Plan to be in compliance with national standard regulations in the classroom and campus-wide.

Offsite Action Team (Char Teters: Eric Davis; Nena Martinez Anaya; Admissions Team)

The HEC –Higher Education Center opened in Santa Fe in January 2015. IAIA offered 5-6 courses at the site, but was unable to offer the courses at the site due to low enrollment. Two courses made, but due to transportation, the courses were moved to the IAIA campus (Spring 2015). We had no enrollment for fall 2015 or spring 2016. We offered Special Topics Courses from Indigenous Liberal Studies program to include Scott Momaday as the instructor, hoping a public figure in Indian Country would help attract enrollment, but we still had no enrollment. For fall 2016, we started working on promoting the HEC in June 2016, to discuss other courses that might work at HEC since the Special Topics courses and selected courses from Creative Writing; Museum Studies and ILS were not getting enrollment. We agreed that the Business/Entrepreneurship program would do well at HEC, since we were specializing in “the business of making and selling art”. Also, Eric Davis, Marketing Director did an HEC Advertisement Campaign for fall 2016 courses to include: Radio Spots; Facebook advertisement. We also recruited for the program in Admissions with the following events this summer:

Summary of Activities for HEC:

Santa Fe Community College

1 classroom visit with SFCC Fine Arts class

-8 students

1 classroom visit with SFCC Ceramics Class

-6 students

-1 classroom visit with the SFCC Fine Arts course, Professor Elizabeth Hunt

-2 students expressed interest

Flyers posted on SFCC campus in key areas; Flyers sent to SFCC CAT Office/Advising directors for advising staff (Pier Quintana/Heidi Weinhart)

Flyers sent to IAIA Constant Contact email listserv (via Eric Davis), list included 2016-17 SFCC Graduates in articulation agreement programs

Santa Fe Small Business Development Center (SBDC) at SFCC and HEC sites

PowerPoint slide to HEC monitors – continue run until notified

Tabling events over the summer

Pueblo of Tesuque Health Fair – 7/28/16

-1 former IAIA student interested

Jemez Feast Day - 8/2/16, 8-4PM

-2 vendors expressed interest

Santa Domingo Feast Day – 8/4/16, 8-3:30PM

-1 vendor expressed interest

Zia Back to School Bash College/Career Fair - 8/10/16, 9-3:30PM

Santa Clara Feast Day – 8/12/16, 8-3:30PM

Santa Fe Plaza vendors at Portal Flyer handouts at – 8/3/16, 10am

-1 vendor expressed interest, met 3 IAIA alumni

SFCC Tabling events– 8/10/16 – 8/11/16, 10-2pm

It was determined on September 27, 2016, by Dr. Martin and the Chief Enrollment Officer that the HEC is no longer a viable option for IAIA. We have set up courses for the past four semesters with zero enrollment. Anecdotally, students have told us they prefer to take a course on our campus rather than the HEC. We will however, continue to work with the HEC to promote our 2+2 articulation agreements and advertise at the Higher Education Center.

San Juan College, Farmington, NM

The Chief Enrollment/Recruitment Officer and the Admissions Director have reached out to San Juan College to articulate five of their academic programs. We have asked for a meeting on October 27, 2016 and also, we'd like to go into an agreement to offer IAIA courses at San Juan College. Below are the programs that have potential to articulate:

San Juan Community College

- Certificate in Creative Writing
- Liberal Arts AA; CER Creative Writing
- Digital Media Arts & Design AAS
- Native Studies AA –
- Photography-

Institute of American Indian Arts

- AFA/BFA Creative Writing
- BFA-Creative Writing
- BFA-Studio Arts/Cinematic Arts
- BA-Indigenous Liberal Studies
- AFA/BFA Studio Arts

CNM-Central New Mexico Community College

The Chief Enrollment Officer and the Admissions Director are reviewing the articulation agreement with CNM since the degree plans at CNM have recently been updated. We asked to meet with CNM to offer a spring 2017 course and were advised that their enrollment was down in Fine Arts and they were going to focus on their priorities before extending an IAIA class to their students. We are hoping to offer 300/400 level Ceramics courses at their campus for the fall 2017 semester.

Dual Credit/2+2 Action Team

The Chief Enrollment/Recruitment Officer and the Admissions Director set up the following Dual Credit courses for the fall 2016 semester. The Dual Credit Program for 2016/2017- established new partnerships and signed with Zuni Public Schools, Pojoaque Valley High School District and as of October 11, 2016, the Rio Rancho School District signed an MOA with us. We are planning to offer courses to these schools for the spring 2017 semester. Below are the dual credit courses we are currently offering for the fall 2016 semester:

High School	Course
Albuquerque Public Schools	Elementary Navajo I
Academy Technology/Classics	Intro. Photography
Cuba High School	Music Fund./Composition
Espanola High School	Indigenous Agriculture
Espanola High School	Strategies for Academic Success
Espanola High School	Strategies for Academic Success
NM School for the Arts	Poetry I
NM School for the Arts	Word!
NM School for the Arts	Word!
Santa Fe Indian School	Elementary Navajo I
Santa Fe Indian School	Elementary Navajo I
Santa Fe Indian School	2D Fundamentals
Shiprock High School	2D Fundamentals
Bernalillo High School	Indigenous Leadership through Higher Education
Walatowa Charter High School	Indigenous Leadership through Higher Education
Walatowa Charter High School	Indigenous Agriculture
Walatowa Charter High School	Art of Public Speaking
Walatowa Charter High School	Strategies for Academic Success
Walatowa Charter High School	Indigenous Concepts of Traditional Food/Wellness
Walatowa Charter High School	Indigenous Concepts of Traditional Food/Wellness Lab
Walatowa Charter High School	2D Fundamentals
Tierra Encantada Charter High School	Technology for College Basics
Zuni High School	Introduction to Indigenous Studies
Kirtland Central High School	2D Fundamentals

Tribal College/University Articulations:

The Chief Enrollment/Recruitment Officer will focus on developing and updating current 2+2 articulation agreements with the other TCU's. We will collaborate with TCU's that have similar programs/majors and build on recruiting at their campuses. We will incorporate a timeline for articulation completion and visits over the next couple of years.

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, also, Eric Davis, Jason Ordaz, Charlene Teters and the Chief Enrollment/Recruitment Officer. Eric Davis worked on strategies to advertise on Facebook and the IAIA Facebook page to help increase enrollment for the online programs for the fall 2016 semester. Here, Eric Davis provided "testimonials" from former IAIA students on the quality of the online programs. The Student Success Center developed an "Online Handbook" that includes critical information in which online students need to know. We have also developed a video (created by IAIA students) for the website that explains the online

process and provides a quiz so students can self-check where they are in the process and get help with items they missed. We are working to develop a process for online tutoring but for now we will use Skype as the device to tutor. We have developed a process in Admissions to send the Online Handbook, the video link and the quiz to help prepare the student for online classes as soon as the student is admitted and registered. We will meet continuously throughout the remainder of the academic year. The goal is to increase online-certificate programs to 50 FTE. Below is a chart provided by Institutional Research that lists the online only student enrollment. 50%

Term	Headcount
13SP	9
13FA	16
14SP	21
14FA	24
15SP	10
15FA	14
16SP	14
16FA	19

Statistical Analysis Action Team- This team is led by Bill Sayre, Institutional Research Director, who is continuously providing data to help make informed decisions within committees. He has provided the HLC- Persistence/Completion Academy Team with data to help in the decision making process.

International Recruitment Action Team-This team will be led by the Chief Enrollment/Recruitment Officer and the Admissions Director to help guide the recruitment and research of countries IAIA would like to target. We have had success with the following countries: Japan, China, Canada, Germany and England as we've hosted students successfully from these countries and would like to explore pathways.

ADA Action Team- This team consists of Nena Martinez Anaya, Chief Enrollment/Recruitment Officer, James Mason, Facilities Manager and Jeminie Shell, Retention Director. We met with the State of New Mexico's Governor's Commission on Disability on September 12, 2016 to discuss how this commission could assist IAIA in developing a plan of action to ensure IAIA is in compliance with the American Disabilities Act both physically on the campus and in the classroom. Our goal is to develop a comprehensive ADA plan to correct and/or implement the federal requirements of students and guests on the IAIA campus and website. The Commission came to campus again on October 17, 2016 to meet with campus departments and we will set up several presentations to include students, faculty and staff to bring awareness to this issue. The Commission does a campus-wide, non-punitive evaluation and recommends and will assist IAIA with computer aided ADA software.

Additionally: Summer Bridge Program- The team consists of the Admissions Director, Mary Curley, Faculty Counsel Chair, Porter Swentzell and the Admissions staff to distribute information on the program and select qualified students.

Additionally: Admissions/Recruitment

- 56 applications have been received for fall 2017.

- Dual credit program for AY 16-17- 226 enrolled high school students (4.16% increase from FA15) across 12 schools (71% increase from FA15) in 24 courses (47% increase from FA15). Hired 14 new adjunct faculty and rehired 4 returning adjunct faculty. Working on spring 2017 courses with all 13 partner schools. Working to establish new partnership and signed MOA for AY17-18 with Rio Rancho Public Schools and Acoma-Laguna High School. Current partnerships are 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 Public Schools, Walatowa Charter School, Academy for Technology and the Classics, New Mexico School for the Arts, Zuni Public Schools, and Tierra Encantada Charter School.
- Fall Recruitment Plan- Out of State- California, Arizona, Alaska, Oklahoma, Minnesota, Montana, Nevada
- Participated in the Arizona Fall College Tour targeted in Tucson, Phoenix and Northern Arizona. Participated in the New Mexico College Days Tour.
- IAIA hosted New Mexico College Days Fair in partnership with New Mexico Education Committee on September 15 from 4pm-7pm.
- Central New Mexico Community College Fine Arts Partnership- In partnership with IAIA, CNM to offer ART 301- The course was dropped due to very low enrollment (1 student). Working with CNM to inquire about a spring 2017 course.
- Mary Curley, Jonathan Breaker and Loyola Rankin attended National Indian Education Association Convention held in Reno, NV for professional development. Mary Curley will presented "Dual Credit: the ups and down" to share information on best practices.

Application Type	Spring 2017 as of 10/4/2016		
	Total Applications	Incomplete Applications	Accepted
New Freshman	38	32	6
Transfer	18	15	3
Graduate	1	1	0
International	1	1	0
Readmit	8	6	2
Certificate	10	8	2
Non-Degree	3	3	0
TOTAL	79	66	13

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

Recruitment Events:

August 1, 2016 - October 14, 2016

- August 2- Jemez Pueblo Feast (Jemez, NM)
- August 4- Santo Domingo Pueblo Feast (Santo Domingo Pueblo, NM)
- August 10- Zia Back to School Event (Zia Pueblo, NM)
- August 9, 11- Santa Fe Community College Tabling Sessions (Santa Fe, NM)
- August 12- Santa Clara Feast Day (Santa Clara Pueblo, NM)
- August 20-21- Santa Fe Indian Market (Santa Fe, NM)
- August 24- NM Department of Transportation Wellness Fair (Santa Fe, NM)
- September 9-11- Navajo Nation Fair (Window Rock, AZ)
- September 12-16- NM College Days Gallup Area
- September 14- Pathways to College Fair NM State Fair (Albuquerque, NM)
- September 17- American Indian Community Day (Santa Fe, NM)
- September 18- AHA Festival of Progressive Arts (Santa Fe, NM)
- September 24- SIPI Powwow (Albuquerque, NM)
- September 23-24- City Different Festival (Santa Fe, NM)
- September 26-30- NM College Days Albuquerque Area
- September 27- Central NM Community College Tabling (Albuquerque, NM)
- September 30- Taos Pueblo Feast (Taos Pueblo, NM)
- October 4-9- National Indian Education Association Convention (Reno, NV)
- October 8- NIEA College Tradeshow (Reno, NV)
- October 8- College Showcase Day- University of Nevada (Reno, NV)

Campus Visits

Individual Tours-7

Group Tours:

- September 1- IAIA Donor Tour- 4 people
- September 27- IAIA Board Member Tour- 1 person
- October 7- Uintah River High School- 20 people

Retention Project One: The Learning Lab: *Tracking student use of Learning Lab and their course success and persistence toward graduation.* The Learning Lab continues its workshop offerings during fall 2016 and plans to add two more offerings this semester related to procrastination and technology tools for different learning styles. The Student Success Center partnership with the Creative Writing program continues this fall as well. 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. This is a longitudinal study and data is being gathered and organized on a per-semester basis.

– Full assessment of student outcomes from FA12-SP17 will be completed during summer 2017

FALL 2016 (as of 10/6/16)

- One-on-one tutoring sessions: 307 as of midterm week
- Friday Lab sections = 5 (3 ENGL and 2 MATH)
- Tech Tutoring:-15
- Workshops – 19 as of midterm week
- 4 Scholarship workshops
- 25 other workshops: time management and various writing workshops
- Direct outreach:

- Approximately 10 classrooms visited during first week of class spring 2016
- 2 Study Nights held for midterms; food provided by ASG and space/tutoring provided by SSC.
- Midterms: 76 total student visits; 10 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
Spring 2016	604 – highest recorded (28% higher than fall 2015 and 66% higher than spring 2015)
FALL 2016 (through 10/7/16)	307 (as of midterm)

Fall 2016 Workshop Schedule

Date	Workshop
16-Aug	Scholarship Workshop #1
17-Aug	Scholarship Workshop #2
22-Aug	Scholarship Workshop #3
23-Aug	Scholarship Workshop #4
24-Aug	Time Management #1: Goal setting and planning
30-Aug	The Art of the Essay
31-Aug	Time Management #2: Enhancing your study skills
6-Sep	Citation Workshop
7-Sep	Time Management #3: Goal Setting and Planning
13-Sep	MLA Workshop
14-Sep	Chicago Style Workshop
20-Sep	Artist Bio
21-Sep	Artist Statement
27-Sep	The Art of Critical Thinking
28-Sep	Time management #4: Promoting Academic Well-being
4-Oct	Mid-Term Study Night
5-Oct	Mid-Term Study Night
11-Oct	Time Management #1: Managing your time
12-Oct	The Art of the Essay
18-Oct	Time Management #2: Goal setting and planning
19-Oct	The Art of Comprehension
25-Oct	Time Management #3;Enhancing your study skills
26-Oct	Citation Workshop
1-Nov	Time Management #4: Promoting Academic Well-being
2-Nov	The Art of Argumentation
8-Nov	Artist Statement
9-Nov	Artist Bio
15-Nov	MLA Workshop

16-Nov	GRE Workshop
22-Nov	Chicago Style Workshop
29-Nov	The Art of Critical Thinking
30-Nov	MLA Workshop
6-Dec	Final Study Nights
7-Dec	Final Study Nights

Retention Project Two: *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: dinner attendance 110 and Talking Circle attendance 35

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 Three: *Tracking Student Persistence* - The basis of this project has been in process for several years, but a new effort to assess the data will be undertaken. The data will be reported via Board Report and also to the Student Success Committee. Data collection occurs soon after the start of each semester to determine why students are not returning to IAIA (the non-returners report). The information will be used to identify possible policy/procedure changes that would help remove barriers to student persistence and completion.

Retention Project Four: *Achievement Coach Program*-This 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.

Fall 2016 – as of 10/6/16:

Early Alerts

- 78 (some students received more than 1 Alert)
- 37 contacted (some contacted multiple times)
- 27 students responded
- 5 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 sends specific concerns to the Achievement Coach for follow-up
- Annual outcomes: will be assessed during summer 2017 (will include which students persisted, etc.)

Academic Warning and Probation

- 26 students were identified
- 10 total met with Achievement Coach or Retention Director and developed academic plans

Retention Project Five: *Improve Disability Support Program and ADA Accessibility*. The Disability Support Program is being restructured this fall. The Chief Enrollment/Recruitment Officer and Retention Director will now establish a 'Disability Support Services Office' in the SSC. In coordination with other key stakeholders on campus, the department will start 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. The New Mexico Governor's Commission on Disability has agreed to partner with IAIA on this project, at no cost to the institution. This project will begin on October 17, 2016, and will continue through fall 2016. The Plan of Improvement that comes out of this self-assessment will prioritize projects based on a variety of factors, and spread expenses across several years.

Additionally: an Online Orientation Program is being developed and should be available on the website before the spring 2017 semester to better prepare and support online students. The program includes a welcome video featuring faculty and staff who support online programs; a Frequently Asked Question 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

IAIA Loan Default Rate

- 2013 3-Year **Official:**27.2%
- 2012 3-Year Official: 25%
- 2011 3-Year Official: 34.3%
- 2010 3-Year Official: 27.2%

We continue our contract with the New Mexico Education Assistance Foundation for loan counseling outreach to students. The Financial Aid Director is currently visiting with graduating seniors as part of required exit counseling and assisting to coach current IAIA students on their default and is helping them with the loan rehabilitation process.

Scholarship Awards Night:

The fall 2016 Scholarship Awards Night Dinner was held on: 9/15/16 at 5:30pm. (130 guests attended).

- A fall 2016 Scholarship Awards Night "after-event" survey was distributed campus-wide via email to all attendees and attending staff/faculty.
- Of the 22 responses:
 - 12 students; 8 staff; 4 faculty;
 - the survey results were highly positive;
 - attendees listed they were extremely satisfied with the dinner;
 - thought the event was quite well-organized;
 - majority were extremely satisfied with the event;
 - loved the door prizes
- Positive Note: "very community-based and family friendly".
- Constructive Feedback: Larger venue; better sound.

Federal Update: Prior-Prior Year "Early FAFSA" began October 2016 for fall 2017.

- As of 10/16/16, the Financial Aid Office began importing new ISIRs for fall 2017.
- 13 new files have come in and these students have been advised.

Fall 2016/Spring 2017 Financial Aid Packaging Update (as of 10/6/16)

- 30 students pending review (awaiting paperwork from student)
- 240 files review complete
- 193 students packaged for aid

- 47 not eligible for aid (bachelor degree earned, non-degree, High EFC, Pell Grant default, self-pay)
- 350 not enrolled (yet) at IAIA; ISIR submitted indicating IAIA as an option.

1.4 Track student success after college: Expand career/job and internship opportunities for IAIA students.

Project One: Utilize the Empower Database to track the success of our graduates. We plan to phase out the College Central Network program and utilize the current SIS database, Empower. The Career Advisor, Chief Enrollment/Recruitment Officer, and the Office of Institutional Research identified that IAIA's current data system, Empower, has a new *Internship and Job Placement Module* providing parallel services to that of College Central Network. Four hours of training were spent with the Empower technician demonstrating the use of this module. As a result, the Career Advisor will provide training to all currently enrolled students, alumni and employers regarding the "how to" to effectively utilize the Empower-Web system for uploading career portfolios, internship and job placement opportunities. A variety of opportunities for employment and internships are being added into Empower 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. 60%

Project Two: Improve Career Readiness.

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 Career Advisor in collaboration with the Learning Lab is hosting workshops on related topics.

- One-on-one career advising appointments regarding resume writing, cover letter reviews, and interview tips
- Utilize employment search tools such as O*NET Online, Occupational Outlook Handbook and accessing free online career assessments
- Collaboration with Learning Lab regarding career seeking resources
- Continuous contact with external job prospects
- Maintain an off-campus job board

The Career Advisor will collaborate with Department Chairs whose programs require an internship for student's completion of degree requirements to grow the number of internship opportunities. The Career Advisor and Registrar will enter all internships in Comspec Empower for data tracking. The Career Advisor will also collaborate with Marketing Director for internship opportunity leads. 60%

1.5 Develop student leadership skills

Project One: Mentorship Program

The SSC has piloted several mentoring programs over the past 3-4 years, but each iteration had very limited participation. Our new pilot program is starting this fall, titled "The Four Directions Project": The program is based on research done over the summer by a student intern and is being rolled out in stages:

- (1) Using faculty and staff as 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.

The pilot is rolling out this fall; thus far we have 5 mentees and 8 mentors signed up. The required mentor training took place on 10/8/17, but not all mentors could make it so the Retention Specialist is setting up a secondary training. Matching mentor-mentee interests has been completed. Because this fall is a half-semester program, the expected number of contacts is no less than 3; all LIBS110 and ENGL99-C students have been offered extra credit to participate; participants are encouraged to meet at on- and off-campus events or activities connected to their mutual interests.

Additionally: Alpha Chi Honor Society: eight students were invited to join Alpha Chi this semester; as of 10/7/16 seven had accepted. Group is currently holding weekly meetings and will hold elections soon, then begin fundraising for national conference trip in the spring. They are also working on setting up a service project, volunteering with the Native American Student Services program associated with Santa Fe Public Schools.

3.3 Implement a faculty and staff professional development plan Retention Staff Training and Professional Development: Below are the professional development opportunities the staff has recently participated in:

Nena Martinez Anaya-Chief Enrollment/Recruitment Officer

- New Mexico Governor's Higher Education Summit; September 23, 2016
- Association of Community College Trustees Leadership Conference: New Orleans, LA October 7-9, 2016.

Karen Gomez, Career Advisor

- Webinar: Employers and Jobs, College Central Network, August 4, 2016
- Webinar: Mobile, Social & Marketing, College Central Network, August 18, 2016
- Webinar: General Careers Portfolio, College Central Network, August 30, 2016
- Empower Training, Intern & Job Placement Module, September 2 & 19, 2016
- Attended U.S. Department of Labor on Registered Apprenticeship College Consortium (RACC), September 21, 2016
- Attended Johnson Foundation Annual Meeting, Denver, CO, October 6-7, 2016

Lara Barela, Financial Aid Director

- NMASFAA Fall Training. "SAP/Academic Plans". Albuquerque, NM 10/15/16. State-wide Financial Aid Professional Development/Training.

Leah Boss, Student Accounts Coordinator

- Commercial Card Expense Reporting: Cardholders, Reconcilers, Approvers 10/5/16 –
- Ten ways to reduce your grocery bill 8/3/16

Mary Curley, Admissions Director

- Webinar- New Early FAFSA (and Prior-Prior Year)
- National Indian Education Association (NIEA) Convention, October 5-8, Reno, NV

Jonathan Breaker, Assistant Director

- Webinar- New Early FAFSA (and Prior-Prior Year)
- National Indian Education Association (NIEA) Convention, October 5-8, Reno, NV

Loyola Rankin, Admissions Counselor

- Webinar- New Early FAFSA (and Prior-Prior Year)
- National Indian Education Association (NIEA) Convention, October 5-8, Reno, NV

Strategic Theme 3: Build College Community

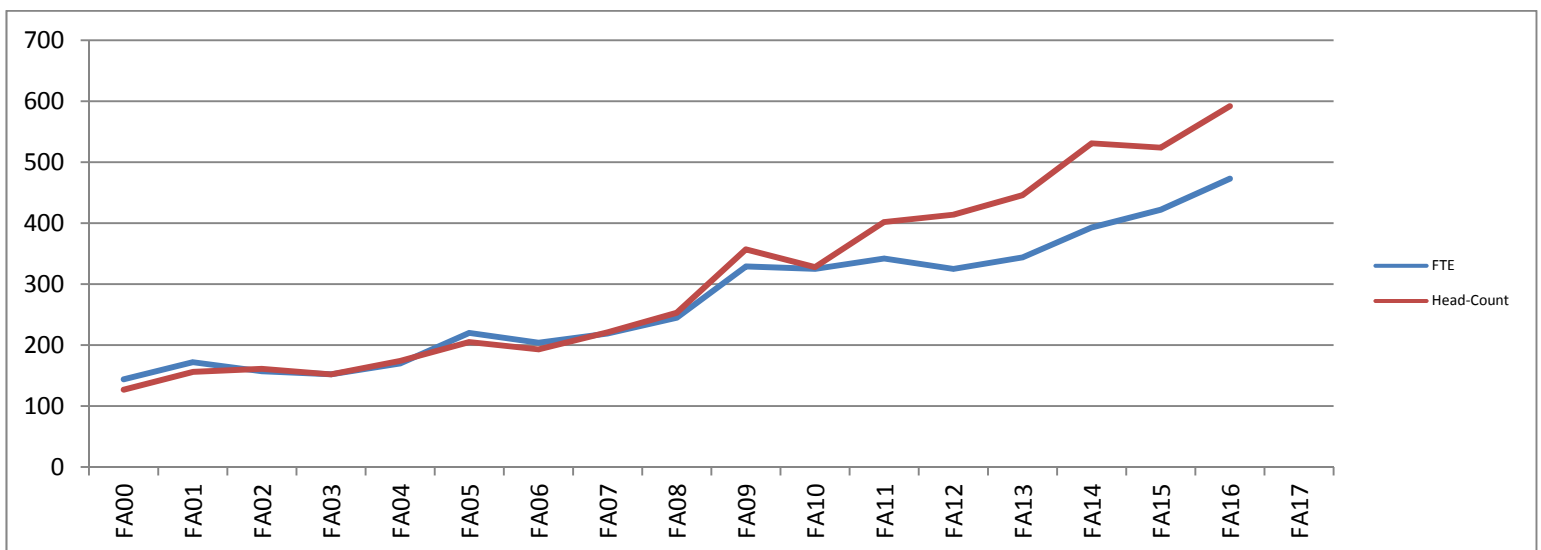
3.4 Bring students, faculty, and staff together in campus-centric activities

Project One: Sixth Annual Student Success Summit. This academic year's annual Summit will be held during the spring 2017 semester on: February 22, 2017. We have begun the planning sessions in the Student Success Committee this fall semester. This is a campus-wide event to promote student success and the topic is Leadership.

Fall 2016 Enrollment Report

Enrollment				Demographics				Ethnicity	
FTE	474	Graduate (full-time- new)	29	On Campus Housing	183	Reported Disability	31	American Indian/Alaska	359
Head-Count	593	Graduate (part-time)	1	Residence Hall	147	1 st Generation College	265	African American	3
Credits Registered	5450	Degree Seeking	350	Family Housing	36	Veterans	5	Asian/Pacific Islander	4
Full-Time Students	324	Non-Degree Seeking (non-Dual Credit)	19	Total Males	258	Applied for Graduation		Caucasian	64
Part-Time Student	269	On-Line Classes	48	Total Females	335	<u>Spring 2017</u>		Hispanic	109
New Freshmen	65	Students enrolled on-line	174	Tribes Represented	97	BA/BFA	11	Unknown	39
Transfers	29	Unduplicated on-line	69	States Represented	33	AA/AFA	2	Native Hawaiian/Pacific Islander	0
Re-Admitted	15	On-line only-undergraduate	19	Foreign Countries	3	Certificate	2	Two or More races	12
Dual Credit (non-degree)	221	IAIA Employee FTE	2.6	Average Age	26	MFA	24	Non-Resident Alien	3
Continuing	214	IAIA Employees	13	Median	20				

	FA00	FA01	FA02	FA03	FA04	FA05	FA06	FA07	FA08	FA09	FA10	FA11	FA12	FA13	FA14	FA15	FA16
FTE	144	172	157	152	170	220	204	219	245	329	325	342	325	344	393	422	474
Head-Count	127	156	161	152	174	205	193	221	253	357	328	402	414	446	531	524	593



Fall 2016 Enrollment Report

FTE by Class/Head-Count/Credits	FTE	Head-Count	Enrolled Credit hours	
Freshman	136	121	1637	
Sophomores	97	88	1157	
Juniors	50	44	602	
Seniors	42	38	509	
Graduate	78	60	705	
Non-Degree	6	23	75	
Dual Credit	65	219	765	
Total	474	593	5450	
Major Field of Study	Certificate Only	AA/AFA	BA/BFA	MFA
Museum Studies	11	1	16	
Native American Art History (certificate)	3			
Creative Writing		2	19	60
MFA				
Studio Arts		33	120	
Cinematic Arts/Technology		11	33	
Native American Studies		10		
Indigenous Liberal Studies			23	
Business/Entrepreneurship (certificate)& Business Cert.w/a major	8 27			

Enrollment Goals & Actuals

Enrollment Goals	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
Goal		350-FTE 440 HC	400-FTE 480-HC	500-FTE 580-HC	500-FTE 580-HC	550-FTE 630-HC	600-FTE 680-HC	650-FTE 730-FTE	700-FTE 780-HC
Actual	325-FTE 419-HC	344-FTE 446-HC	393-FTE 531-HC	422-FTE 524-HC	474-FTE 593-HC				
	Spring 2013	Spring 2014	Spring 2015	Spring 2016	Spring 2017	Spring 2018			
Goal		325-FTE 410-HC	350-FTE 440-HC	450-FTE 530-HC	450-FTE 530-HC	500-FTE 560-HC	550-FTE 590-HC	600-FTE 620-HC	650-FTE 660-HC
Actual		344-FTE 450-HC	382-FTE 493-HC	420-FTE 610-HC					

Fall 2016 Enrollment Report

States & Countries

State	# of Students	State	# of Students
Alaska	7	North Carolina	1
Alabama	1	North Dakota	5
Arizona	43	Nebraska	4
California	14	Nevada	1
Colorado	4	New Mexico	407
Florida	1	New York	6
Georgia	1	Oklahoma	16
Hawaii	1	Oregon	6
Iowa	5	South Dakota	6
Idaho	2	Texas	6
Illinois	2	Utah	3
Indiana	1	Washington	13
Kansas	2	Wisconsin	11
Kentucky	2	Wyoming	2
Louisiana	3		
Maryland	1		
Minnesota	5	Germany	1
Missouri	2	Canada	1
Montana	6	Japan	1
		Total	593

Tribal Affiliation

Tribe	HC	Tribe	HC
Acoma Pueblo	3	Naotkamegwanning First Nation	1
Alaskan Native	3	Navajo Nation	59
Alaskan Native-Bristol Bay Corporation	1	Nez Perce Tribe	2
Assiniboine and Sioux Tribes	2	Nooksack Indian Tribe	1
Blackfeet Tribe	3	Northern Arapaho Tribe	2
Caddo Nation	1	Northern Cheyenne Tribe	1
Chemehuevi Indian Tribe	1	Oglala Lakota Sioux Tribe	6
Cherokee Nation	5	Ohkay Owingeh	5
Cheyenne River Sioux Tribe	2	Omaha Tribe of Nebraska	1
Cheyenne and Arapaho Tribes	3	Osage Nation	1
Chickasaw Nation	1	Otoe-Missouria Tribe	1
Minnesota Chippewa Tribe	2	Pascua Yaqui Tribe	1
Chippewas of the Thames First Nation	2	Pawnee Tribe	1
Choctaw Nation of Oklahoma	2	Peepeekisis First Nation	3
Cochiti Pueblo	4	Pit River Tribe	1
Colorado River Tribe	1	Poarch Band of Creeks	1
Comanche Nation	1	Pojoaque Pueblo	1
Confederated Tribes of the Colville Reservation	2	Ponca Tribe of Nebraska	2

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Cowessess First Nation	1	Prairie Band Potawatomi Nation	1
Crow Tribe	3	Pyramid Lake Paiute Tribe	1
Delaware Tribe of Indians	1	Red Lake Band of Chippewa Indians	1
Gila River Indian Tribe	1	Rosebud Sioux Tribe	1
Hesquiaht First Nation	1	Sac And Fox Nation of Oklahoma	1
Ho-Chunk Nation	1	Sac and Fox Tribe of the Mississippi	2
Hopi Tribe	7	Salt River Pima-Maricopa Indian Community	1
Inuvialuit Regional Corporation	1	San Carlos Apache Tribe	4
Isle de Jean Charles Band	1	San Felipe Pueblo	2
Isleta Pueblo	3	Sandia Pueblo	1
Jemez Pueblo	2	Santa Ana Pueblo	2
Jicarilla Apache Nation	1	Santa Clara Pueblo	4
Karuk Tribe	2	Santo Domingo Pueblo	2
Kasigluk Traditional Elders Council	1	Seneca Nation of Indians	2
Kaibab Band of Paiute Indians	1	Shinnecock Nation	1
Kickapoo Traditional Tribe of Texas	1	Shoshone-Bannock Tribes	3
Kiowa Tribe of Oklahoma	2	Spirit Lake Sioux Tribe	2
Lac Courte Oreilles Band	2	Saint Regis Mohawk Tribe	3
Lac du Flambeau Tribe	1	Te-Moak Tribe of Western Shoshone Indians	1
Laguna Pueblo	4	Tesuque Pueblo	4
Lax Kw'alaams	1	Tohono O'odham Nation	8
Little River Band Of Ottawa Indians	1	Tule River Indian Tribe	1
Lower Sioux Indian Tribe	1	Turtle Mountain Band	2
Lummi Nation	1	Ute Indian Tribe	2
Menominee Indian Tribe	2	Ute Mountain Ute Tribe	2
Mescalero Apache Tribe	1	White Mountain Apache Tribe	2
Metlakatla Indian Community	1	Winnebago Tribe of Nebraska	2
Mille Lacs Tribe	1	Yakama Tribe	2
Mississippi Band of Choctaw Indians	1	Yankton Sioux Tribe	1
Muscogee Creek	3	Zia Pueblo	1
		Zuni Pueblo	4

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<i>Institutional Priority</i>	<i>Project Description</i>	<i>Action Step(s)</i>	<i>Effectiveness Measure(s)</i>	<i>Budget Considerations</i>	<i>Communication Considerations</i>	<i>Deliverable(s)</i>	<i>Expected Completion Date</i>
1.2 Increase enrollment; improve retention and completion	#1 <u>Enrollment</u> Update SEM plan to reflect the Plan 2020 that will attain 700 FTE by Fall 2020.	#1 Evaluate the progress toward completing action steps on the SEM plan. #2 Review regularly with Admissions Director and Admissions Counselors the enrollment goals.	Fixed Goals; Develop a new Key Enrollment Indicator plan to determine types of students & majors; attrition rates to hit goal. #2 Fixed Goal; evaluate the enrollment #'s.		Involve President's Cabinet (SEM Committee); Student Success Committee on updates and policies/procedures needed to help students succeed. Engage the IAIA community to take part with the SEM plan.	Admissions/Recruitment team will meet regularly to determine strategies to obtain recruitment goals. Increase student enrollment to 700 FTE by Fall 2020.	10/31/2016 09/30/2020
1.2	<u>Retention:</u> Learning Lab Project #1	#1 Measure number of visits to the SSC Learning Lab & compare students who attend to Course Grade/Graduation rate. First report on 05/31/2014 and	#1 Data collected in each project will be used to help determine what is being effective and what not in terms of our		#1 This type of data collection will involve people across areas - including IR and SSC and may require meetings to coordinate who is collecting what and how we can compare data sets most effectively.	#1 Participant numbers, direct measures can help us strengthen vital academic support program areas.	12/22/2016

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		operational thereafter. 2 years of grade data as of 5/31/15; graduation data to be reviewed starting 10/31/16	academic support services.				
	<u>Retention</u> Project #2: Tracking student participation in Talking Circles and how many persist toward graduation.	#2: Implement sign-in sheet requirement (begun start of FA13); track student participation across semesters and compare to Grad rate. First report on 05/31/2015 and operational thereafter.	#2 Data collected in each project will be used to help determine what is being effective and what not in terms of our academic support services.		#2 Sign in sheets to track number of participants; campus emails inviting students and consistent weekly events.	#2 Participant numbers, direct measures can help us strengthen vital academic support program areas.	12/22/2016
	<u>Retention</u> Project #3: Tracking Student Persistence	#3 Continue with outreach to students who aren't enrolled. Submit a "Non-Returners Report" each semester that identifies why students didn't return the next	#3 Fixed Goal; evaluate the persistence #'s		#3 Provide Data on Board Report and provide data to the Student Success Committee.	#3 A report is conducted at the start of every semester to collect data to determine why students are not returning to IAIA. These are the barriers preventing students from	12/2017

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		semester.				persisting so we would like to change policy/procedure to help students be successful to graduation.	
	<u>Retention</u> Project #4: Achievement Coach Program	#4; The Retention Specialist, "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.	#4 Fixed Goal; evaluate the # of student contacts/alerts of intervention and determine		#4 Provide data on Board Report; provide data to the "Behavioral Intervention Team" and Student Success Committee. This is a longitudinal study that will take several years of data to evaluate the "intrusive advising" approach with our students who are at risk.	#4 A report on the activities with success/failures of students who participated in the program.	05/2019
	Retention Project #5 ADA Self						

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	Study						
1.4 Track student success after college	#1 Utilize the Empower Database to track the success of our graduates.	#1 Train currently enrolled students and alumni to utilize this free service to seek jobs nationally build resumes and stay in contact with IAIA.	#1 Fixed Goal. Increase usage of this database to track students.		#1 Career Advisor to develop a plan to help communicate this free service to students and alumni.	Make this a procedural for students and alumni.	8/30/2017
	#2 Improve Career Readiness	#2 Career Advisor to work with Academic Chairs on "Career Paths" that their programs provide and expand these opportunities with appropriate jobs.	#2 Fixed Goal; use student #'s to determine success of students who are attaining jobs after graduation.		#2 Regular meetings with Academic Departments to communicate back & forth what are graduates are doing and track that data in Empower.	#2 An master tracking report from Empower that will provide data on IAIA graduates.	12/30/2017
1.5 Develop student Leadership Skills	#1 Mentorship Program-Four Directions Project; Increase positive; diverse	#1 Using faculty, staff, and alumni as the mentors and focusing on first- and second-year students as mentees;	#1 Fixed Goal; use student #'s to determine success of students who participated in the mentorship program.		#1 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	#1 A fully established mentorship program where students; faculty & staff are committed to developing leadership skills for students who are at risk of not completing a college program.	12/30/2018

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	relationships; engagement; and strengthen connection to our community.	#2 Incorporating peers as mentors, ideally using junior/senior students who had been through the mentoring program themselves.	#2 Fixed Goal; use student mentor #'s to determine success of students who participated in the mentorship program.		encouraged to meet at on-and off-campus events or activities connected to their interests. #2 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.	#2 A report of the statistical data that shows the success and improvement needs.	
3.4 Bring students, faculty, and staff together in campus-centric activities	#1 The Student Success Summit	#1 Organize the event as a campus wide-plan through the Student Success Committee.	#1 Fixed Goal; use student #'s to determine success of students who participated in the SSS and use evaluation to improve.		#1 Ask the representatives at the SSC to communicate the notes to their staff/faculty.	#1 A report of the feedback through the evaluation.	05/31/2017
4.1 Expand collaborati	Develop a program to	Meet with Academic Dean/Museum	2 Data collected to help	Fundi ng	Marketing Plan to create awareness to the city of	Create cohorts of students that would start	September 2018

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on between the Museum, academic and student support programs	offer a Museum Studies Certificate in one year at the IAIA Museum.	Director/Museum Studies Staff to present plan as an 8 week course structure that can fit the needs of working adults. Do a study to determine if there is a need in the downtown area for working adults to take college credit classes toward a certificate program during their lunch hour and online.	determine if there is a need to being effective and what not in terms of our academic support services.	needed to pay faculty to teach courses.	Santa Fe downtown	a program in the Fall 2017 semester and finish the Summer of 2018. This would increase enrollment and bring awareness about IAIA to the Santa Fe community. Offer college credit on the plaza- downtown to people who can walk to the IAIA Museum for class and do an online course at the same time may be an attractive way to pursue a certificate that could all transfer into an Associate/Bachelor Degree.	

To: Dr. Robert Martin
From: Carmen Henan
Date: October 17, 2016
Subj: Quarterly Board Report

Mission Objective 1: Improve Student Success

1.5 Develop student leadership skills

Three Institute of American Indian Arts (IAIA) students attended the 2016 fall meeting of the American Indian Higher Education Consortium (AIHEC) Student Congress fall meeting held in New Orleans, LA during October 6-7, 2016. All three students are members of the Student Congress, Valirie Serawop is the ASC Secretary, Leroy Grafe the Historian, and Del Curfman serves as the Southwest Representative. The congress presented their 2016-2017 initiatives to the AIHEC Student Activities Committee chaired by Dr. Robert Martin, IAIA President. They also initiated their planning for their 2017 Leadership in Future Endeavors (L.I.F.E.) Conference in Lawrence, KS at the Haskell Indian Nations University.

The Housing program sent three residential assistants (RA) and the newly hired Housing Director to the 2016 RAPPIN Conference being held in Billings, MT the weekend of October 14-16, 2016. Attending the conference was Dolores Cortez, Isabella Smith, Manuel Ramirez, and Blue Tarpalechee, Housing Director.

Other:

- Housing staff and RAs have provided several opportunities this fall semester for new and returning students to become familiar with their environment, create lasting friendships, and learn new and helpful techniques to succeed in their classes. A RA workshop was held for students to make planners and talk about time management.
- As a result of the Title IX training prior to new students arriving, several RAs and other student leaders took a leadership role in Title IX awareness, including sexual assault awareness.
- Five IAIA students volunteered for a community service learning activity with Habitat for Humanity on Saturday, September 24, 2016. This will be a monthly service learning activity for 16 fall semester.

Mission Objective 3: Build College Community

3.3 Implement a faculty and staff professional development plan

The Dean of Students and Housing Director participated in a Clery Center webinar “FAQ on Collecting Statistics” on September 21, 2016 in preparation for our annual crime statistics report that is annually due in October.

The Housing Director is attending the Association of Inter-Mountain Housing Officers Conference at the University of Colorado in Boulder, CO during November 4-8, 2016.

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

- The new family housing RAs have instituted monthly program to promote community among our family housing residents, including a welcome potluck in August and a sidewalk chalk art walk potluck for the children in September. The Residence Center RAs have completed several programs designed to build community through health, wellness, safety, and campus resources, each with a “get to know your fellow students” element incorporated. These programs are attended well.
- Housing staff have continued to utilize weekly scheduled programs either in the evenings or overnight to better serve our students’ busy schedules. These programs don’t always see a large number of attendees, but there is a consistent and dedicated group of students who do attend.
- The Activities program has scheduled a Super-hero/Anti-Hero Art Exhibit that will be shown in the Balzer Contemporary Edge Gallery on October 20, 2016 followed by the IAIA Spookathon sponsored by the IAIA ASG, Art Club and Indigenous Queers + Club in the auditorium & lobby.

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) sent the Facilities Director and Housing Director to Glorieta Conference Center outside of Santa Fe to investigate the probability of using one of their dorms when housing cannot accommodate the increase of on-campus residents or in the event of an emergency and evacuation of campus.

Project 2: Increase the student and family housing RAVE enrollment. The 2016 fall housing residents were registered in the campus emergency alert system, RAVE. The project is 100% complete.

Project 3: Provide training for campus Title IX investigators and hearing panel. Training for the 2016-2017 Title IX Coordinator, campus Title IX Investigators and hearing panel is being explored. The project for the 2015-16 year is 100% complete

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

- IAIA students, Ryan Young and Dakota Yazzie, facilitated a Campus Safety community gathering on September 28, 2016 for the IAIA community. Topics covered were micro-aggressions, discrimination, sexual misconduct, and the reporting procedure.
- A safety workshop for Balance and Self-Care was held on October 11, 2016, which was organized by two students, Valerie Siqueiros and Tina Sparks.

Other: Residential & Family Housing

- Tyler "Blue" Tarpalechee, was hired as Housing Director in September. He is an 2012 IAIA alum and the housing Residential Coordinator since September 2014.
- Housing Area Coordinator, Leslie "JR" Romero, was hired on September 15, 2016 as the Residential Coordinator, which was vacated by Mr. Tarpalechee. The housing department is currently seeking to fill the vacated Area Coordinator position.
- Housing Numbers for the 2016 fall semester:

	RESIDENCE CENTER (156 beds at max capacity)	FAMILY HOUSING (24 Casitas)	TOTALS
New Students – Fall 16	61	5	66
Returning from SP16	66	23	89
Readmits	7	5	12
Transfers	11	3	14
From off campus	5	0	5
Total Students on Campus	150	36	186
FALL 2016 HOUSING WITHDRAWALS			
Total Program Suspension	2	0	2
Student Housing Suspension	5	0	5
Move off-campus – personal	4	0	4
Moved off campus – dropped below min. hours	0	0	0
School Withdrawal	6	2	6
On Campus Totals as of October 17, 2016	133	34	167

Other: Activities

- The Cross Country students have participated or are scheduled to participate in six runs in October, the Dale Ball Run, Taos Crossroads Run/Walk, Picuris Crossroads Run/Walk, Duke City Marathon, the Academy of Technology and the Classics (ATC) Flaming Chicken Trail Run and the Pojoaque Crossroads Glow Run.
- The students who traveled to the Standing Rock Protest in September sponsored a “Support Standing Rock” fund raising event on campus on Sunday, October 16, 2016. The artwork created by the children of the Sacred Stone School was exhibited and sold to benefit the fund raiser and films, readings and art at the event was hosted by the IAIA students.

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<i>Institutional Priority</i>	<i>Project Description</i>	<i>Action Step(s)</i>	<i>Effectiveness Measure(s)</i>	<i>Budget Considerations</i>	<i>Communication Considerations</i>	<i>Deliverable(s)</i>	<i>Expected Completion Date</i>
I. Improve Student Success	A.1.1 Digital parent postcards.	A.1.1 Procure a digital camera. A.1.2 Film digital postcards on housing move-in. A.1.3 Create a Housing YouTube page to host videos. A.1.4 Send links to students on YouTube of their videos throughout the semester.	A.1.1 Purchase camera by 11.30.16 A.1.2 Film student housing move-in day on 1/8/17. A.1.3 Create the Housing YouTube page by 1/20/17 A.1.4 Send link to students & post videos by 2/17; 3/17; 4/21; 5/19; 8/25; 9/22.	A.1.1 \$300.00	A.1.1 Project status reported to the DoS & ASG. A.1.2 Notify students there will be filming on move-in day. A.1.3 Notify students of the Housing YouTube link. A.1.4 Notify students when new videos are posted each month.	A.1.1 Project document on YouTube for FY17 and documented in the SL BOT Report.	A.1.1 Project completed by 9/30/17.
I. Improve Student Success	B.1.1 Hire a full-time art therapist/counselor.	B.1.1. Contact HR to develop a budget. B.1.2 Develop a job description & proposal to submit to the President & CFO. B.1.3 On approval, complete a Request to Hire form. B.1.3 Establish a Search Committee for interviews.	B.1.1. Budget development completed by 2/28/17. B.1.2 Submit proposal by 3/17/17. B.1.3 Submit Request to Hire by 3/31/17. B.1.4 Committee established by 4/14/17.	B.1.1 \$50,000.00	A.1.1 Project status reported to the DoS & President;	A.1.1 Project documented in the SL BOT report.	B.1.1 Project completed by 7.28.17

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Date: October 17, 2016

		B.1.5 Hire for the position.	B.1.5 PAR for hire completed by 7/28/17.				
I. Improve Student Success	B.2.1 Strengthen the People's Path alcohol & drug program.	<p>B.2.1 Review the current PP program & identify strengths & challenges to develop a list of enhancements.</p> <p>B.2.2 Implement the program enhancements.</p> <p>B.2.3 Evaluate the program</p> <p>B.2.4 Review the evaluation data & identify improvements</p>	<p>B.2.1 Establish a list of enhancements to apply to the program by 12/1/17.</p> <p>B.2.2 Implement enhancements by 1/17/17.</p> <p>B.2.3 Evaluate the program by 5/1/17</p> <p>B.2.4 Recommend improvements by 6/1/17</p>	B.2.1. \$500.00	B.1.1 Project status reported to the DoS	B.1.1 Project documented in the SL BOT report.	B.1.1 Project completed by 6/5/17.
I. Improve Student Success	E.1.1 Train RA's in Leadership	<p>E.1.1 Review existing RA training practices. and identify enhancements .</p> <p>E.1.2 Design an enhanced leadership training program.</p> <p>E.1.3 Implement the program for Fall 2017</p> <p>E.1.4 Evaluate the training program.</p>	<p>E.1.1. Review the training practices & identify enhancements by 3/1/17.</p> <p>E.1.2 Redesign the RA leadership training program by 5/30/17.</p> <p>E.1.3 Schedule and implement the training one week before the new</p>	E.1.1 \$800.00	E.1.1 Project status reported to the DoS	E.1.1 Project documented in the SL BOT report.	E.1.1 Project completed by 9/30/17

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		E.1.5 Review evaluation data to strengthen the program.	students arrive. E.1.4 Evaluate the program by 8/15/17. E.1.5 Recommend improvements by 9/1/17.				
I. Improve Student Success	E.2.1 Provide student professional development workshops.	E.2.1. Form a student committee. E.2.2 Research & identify professional developmental workshops of interest to students. E.2.3 Implement the program. E.2.4 Evaluate the workshops. E.2.5 Review the evaluation data to improve the workshops program.	E.2.1 Form the committee by 12/1/16. E.2.2 Complete research & identify workshops by 1/30/17. E.2.3 Schedule 2 workshops during the 2017 spring semester by 2/15/17. E.2.4 Survey the participants the day after each workshop. E.2.5 Assess the survey data & recommend improvements.	E.2.1 \$400.00	E.2.1 Project status reported to the DoS	E.2.1 Project documented in the SL BOT report.	E.2.1 Project completed by 9/30/17
III. Building College Community	C.1.1 Implement staff professional development	C.1.1 Staff will research and identify one professional development conference, training, or webinar they're	C.1.1 Professional development identified by 1/27/17 C.1.2 Supervisor will approve the	C.1.1 \$6,000.00	C.1.1 Project status reported to the DoS	C.1.1 Project documented in the SL BOT report.	C.1.1 Project completed by 9/30/17

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		interested in participating. C.1.2 Supervisors & staff person will discuss the training. C.1.3 Staff will report to the supervisor what was learned and how it will be used in their job.	training to be taken. By 2/24/17 C.1.3 The staff will report to their supervisor what was learned within 15days of training.				
III. Building College Community	D.1.1 Develop one (1) new SL sponsored campus-wide activity per semester.	D.1.1 SL & student staff will identify one activity per semester. D.1.2 Staff assigned responsibilities. D.1.3 Implement the activity. D.1.4 Evaluation survey of the participants. D.1.5 Assess the survey results for success of the activity.	D.1.1 The activity will be identified by 12/9/16. D.1.2 Assignments completed by 12/9/16 D.1.3 One activity will be implemented during the 17SP & 17 FA semesters. D.1.4 The survey will be sent to the participants one day after the activity. D.1.5 Assess the survey data & recommend improvements.	\$400.00	D.1.1 Project status reported to the DoS	D.1.1 Project documented in the SL BOT report.	D.1.1 Project completed by 9/30/17

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Responsible Unit or Individual: Student Life – Carmen Henan

Date: October 17, 2016

III. Building College Community	E.1.1 Develop two (2) new health/wellness & safety event per semester	E.1.1. SL & student staff will identify 2 events per the 17SP & 17FA semesters. E.1.2 Staff assigned Responsibilities. E.1.3. Implement the event. E.1.4 Survey the participants. E.1.5 Assess the survey data for improvements & success of the event.	E.1.1 The 2 events will be identified by 1/30/17 for 17SP & 17FA semesters. E.1.2 Assignments completed by 12/9/16 E.1.3 One activity will be implemented during the 17SP & 17 FA semesters. E.1.4 The survey will be sent to the participants one day after the activity. E.1.5 Assess the survey data & recommend improvements.	E.1.1 \$800.00	E.1.1 Project status reported to the DoS	E.1.1 Project documented in the SL BOT report.	E.1.1 Project completed by 9/30/17
III. Building College Community	F.1.1 Develop IAIA merchandize for SL sponsored events.	F.1.1 Sponsor a student competition for the SL merchandize. F.1.2 Choose the design & identify a vendor for printing. F.1.3 Distribute merchandize at SL sponsored events. F.1.4 Survey students	F.1.1. Announce the design competition by 12/1/16. F.1.2 Decide on the design by 1/15/17 and identify a vendor to print by 2/1/17. F.1.3 Distribute the merchandize at SL events per the dates on the activity	F.1.1 \$2,000.00	F.1.1 Project status reported to the DoS	F.1.1 Project documented in the SL BOT report.	F.1.1 Project completed by 9/30/17

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Responsible Unit or Individual: Student Life – Carmen Henan

Date: October 17, 2016

		who received the merchandize. F.1.5 Assess the survey data & recommend improvements	calendar. F.1.4 The survey will be sent to those receiving the merchandize on day after the event. F.1.5 Assess the survey data & recommend improvements.				
IV. Advance Contemporary Native Arts & Culture	A.1.1 Organize one (1) IAIA student, faculty, staff, & alumni event with the Museum during the academic year.	A.1.1 Establish a committee to plan a campus-wide event with the museum involving art, dialogue, A.1.2 Discuss & identify an event and develop an agenda. A.1.3 Implement the event. A.1.4 Survey the community. A.1.5 Assess the survey results on the success of the event & identify improvements.	A.1.1 Form the committee by 12/15/16. A.1.2 Identify an event by 1/15/17. A.1.3 Schedule & announce the event campus wide by 2/15/17. A.1.4 Survey the community via Survey Monkey one day after the event. A.1.5 Assess the survey data & make recommendations.	A.1.1 \$1,500.00	A.1.1 Project status reported to the DoS	A.1.1 Project documented in the SL BOT report.	A.1.1 Project completed by 9/30/17

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2016-2017 Annual Work Plan

Responsible Unit or Individual: Student Life – Carmen Henan

Date: October 17, 2016

IV. Advance Contemporary Native Arts & Culture	C.1.1 Develop two (2) Artist Roundtable Discussions per semester.	C.1.1 Establish a committee for the project. C.1.2 Identify & contact working artists/scholars/alumni for the project. C.1.3 Implement the program. C.1.4 Evaluation survey after each roundtable. C.1.5 Assess evaluation data for recommendations for future roundtables.	C.1.1 Committee formed by 12/1/16. C.1.2 Identify 2 artists per 17SP & 17FA semester by 2/1/17. C.1.3 Schedule the roundtable discussion and post on the activities calendar the month they are scheduled. C.1.4. Survey participants one day after the roundtable. C.1.5. Assess the survey data & recommend improvements.	C.1.1 \$800.00	C.1.1 Project status reported to the DoS	C.1.1 Project documented in the SL BOT report.	C.1.1 Project completed by 9/30/17
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To: Dr. Robert Martin
From: Patsy Phillips
Date: October 17, 2016
Subj: Quarterly Board Report from Patsy Phillips

Strategic Theme 1: Improve Student Success

1.1 Increase involvement of all IAIA stakeholders in student success

Manuela Well-Off-Man joined the IAIA Ad-Hoc committee to increase collaboration between the museum and IAIA faculty to improve student success. Manuela is collaborating with Associate Professor of Art History Lara Evans on IAIA artist in residence exhibition *Now Is the Time: Investigating Native Histories and Visions of the Future*.

Tatiana Lomahaftewa-Singer participated in the first Faculty Ad-Hoc Committee meeting. The committee reviewed the upcoming 2017 Museum Exhibition schedule and identified IAIA classes who would best benefit by the exhibits. Exhibition schedule will be shared with faculty through departmental meetings to encourage class visits to museum.

1.5 Develop student leadership skills

Three IAIA Museum Studies students are working in the Collections Department this fall: Samantha Tracy, Stephanie Stewart, and Austin Big Crow. Students will be assisting with collection's projects such as pulling works for research visits, helping with photography needs and assisting in day-to-day operations. Feather Metsch, a current IAIA Student is interning under Andrea Hanley. Tracy Collins, Certificate Museum Studies Student, is a work-study student at the museum working under Patsy.

IAIA Cinematic Arts students Feather Metsch and Nancy Desiderio have been hired as work-study for the Photogrammetry Project under their department. They meet twice a week in the collections department to create three dimensional scans on a small selection of collections objects.

Russel Stolins, IAIA Faculty, held an all-day workshop for his E-Portfolio class to photograph their artwork for their portfolio. The workshop entails individual appointments with John Joe who walks them through the process of creating and storing digital images.

Strategic Theme 3: Build College Community

3.3 Implement a faculty and staff professional development plan

Manuela provided exhibition schedule and information on upcoming 2017 and tentative 2018 exhibitions to IAIA faculty and MoCNA/IAIA Ad-Hoc committee members. She will offer exhibition walk-throughs/previews to faculty members upon request or during regular staff walk-throughs - announcement will be sent to department chairs.

Museum Senior Staff, Patsy Phillips, Andrea Hanley, Tatiana Lomahaftewa and Manuela Well-Off-Man attended and presented at the Association of Tribal Archives, Libraries and Museums (ATALM) at Gila River Indian Resort in Phoenix, AZ on October 10-13, a national conference.

Tatiana attends the IAIA Staff Council meetings and will participate on the Staff Retreat Committee; and she attended the Lloyd Kiva New Symposium, hosted by IAIA, on October 27-28.

Collection's Registrar, John Joe is taking two classes this fall - a digital photography class at Santa Fe Community College examining various methodologies of digital image capture, processing, image output and color management. The second is an Interactive Programming class at IAIA introducing C++ code language, programming application and grant proposal development for interactive projects.

Sallie Wesaw-Sloan is taking Adobe Light room, to help catalog photographs taken by the museum or other photographers. Course is offered at the Santa Fe Community College, Wednesday, 1:00 to 4:00 for 8 weeks.

Andrea presented: *Building Community through Native American and First Nations Residencies* at The Alliance of Artist Communities Conference in Portland, Oregon.

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

Manuela collaborated with MoCNA/IAIA Ad-Hoc committee members on the integration of museum exhibitions and programs into IAIA curriculum: all of MoCNA's 2017 exhibitions can be used as teaching resource for IAIA classes. Faculty can request curator guided tours or self-guided classroom visits using Woofa form.

The collections department is participating in the annual IAIA Open House on November 9. "Open House Public Curation I" will be installed in the Barbara & Robert Ells Family Gallery. Staff will also assist with the social media activity on campus and with the Lloyd Kiva New Design Station (interactive table).

Strategic Theme 4: Advance Contemporary Native Arts and Culture

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

The MoCNA Book Club, called the MoCNA Reader, in October, read *Monkey Beach* by First Nations writer, Eden Robinson, inspired by our exhibition, *Rick Bartow: Things You Know But Cannot Explain*, a Retrospective Exhibition.

MoCNA/SKYPE with the Curators on November 10 - Manuela and Danielle Knapp, McCosh Associate Curator, Jordan Schnitzer Museum to discuss the impact of recently passed artist Rick Bartow on contemporary Native art, and the exhibition *Rick Bartow: Things You Know But Cannot Explain* currently on display at MoCNA. This discussion will happen via Skype, a video phone call, when projected onto a large screen allows for dynamic virtual dialogue.

4.2 Implement Museum Docent and Volunteer programs

The museum has placed ads in the New Mexican and social media announcing the new Volunteer/ Docent Training. There are approximately 15 people signed up for this training. Training for Volunteers is planned from October 18, 25 and November 1, and docent training is scheduled from October 18 through January 31.

4.3 Advance scholarship and dialogue on indigenous arts and culture

Patsy is participating on a national consortium managed by Cynthia Chavez, National Museum of the American Indian and funded by the Mellon Foundation 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. Patsy attended a meeting on this topic September 11, 2016 in Washington, D.C., and the consortium presented at the ATALM conference October 11, in Phoenix, Arizona.

Andrea 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 is showing in the Helen Hardin Media Gallery through October 23, 2016.

October 24 – February 14, 2017 - Helen Hardin Media Gallery will feature Southwestern Association for Indian Arts (SWAIA) Indian Market Moving Image Classification X winners 2016 – award winning films for Narrative Short, Documentary Short, Animation Short, Experimental Short, Music Video and Youth Winners,

Andrea implemented an interactive called, *Guided by Cell*, which allows the visitor to call a local phone number from their own cell phone to hear more information on the museum, exhibitions, and particular works of art. The director, exhibition curators, artists and museum staff have recorded information. This tool is easy to use (especially with our demographic), has analytics so we can gauge visitors who are listening, and brings the museum more into the tech savvy world. The interactive and recordings went into effect in mid-October.

RoseMarie Cutropia has been re-hired on contract for FY 17 as Database Manager to continue metadata creation and upload images to online publication.

Policies & Procedures manual is drafted; however, before this manual can be finalized, MoCNA must determine ownership of the Honor's Collection. Local attorney, Arthur Lofton, drafted a Legal Opinion regarding ownership of the collection. Phillips and Arthur plan to meet with Dr. Martin this fall to discuss the Legal Opinion. After this issue is settled, MoCNA can pursue accreditation with the American Alliance of Museums.

4.4 Grow the IAIA collection

Acquisition meeting scheduled for September was postponed. Next meeting will be scheduled in November (date to be determined).

4.5 Engage with indigenous communities world-wide

Andrea 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. Through December the Museum Store will feature *Telling a Story: Inuit Works on Paper*.

Manuela is gathering information on indigenous artists from South America for potential exhibition projects in the future.

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

Research and scheduled visits to the collection include the following: Steve Loft, Canadian Council for the Arts, Ottawa, Canada, general visit; Jan Van Wagendonk +5, El Portal, CA, research Brenda Holden works; Saeko Yamada and Nina Sanders, SAR Interns, Santa Fe, NM, research visit; Jason Garcia and Gerry Quotskuyva, IAIA AIR, Santa Fe, NM, general visit; Joel Aalberts, Executive Director of the Lensic, Santa Fe, NM, general visit; Erin Gingrich and Nakkita Trimble, IAIA AIR, Santa Fe, NM, general visit; Mayumi Nishida, IAIA Faculty, Intro to Visual Arts class; NM State Comm. of the Natl Museum of Women in the Arts, Santa Fe, general visit; Arista Slater-Sandoval, IAIA Faculty, Intro to Photography class, selection of photography works pulled for visit; Arista Slater-Sandoval, IAIA Faculty, Advanced Photography class, selection of photography works will be pulled for visit.

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Responsible Unit or Individual: Patsy Phillips

Date: October 17, 2016

<i>Institutional Priority</i>	<i>Project Description</i>	<i>Action Step(s)</i>	<i>Effectiveness Measure(s)</i>	<i>Budget Considerations</i>	<i>Communication Considerations</i>	<i>Deliverable(s)</i>	<i>Expected Completion Date</i>
Improve Student Success							
I.E Develop student leadership skills	Identify students for work-study and internships	Invite students to participate in work-study and internship programs	Four interns/ work-study students per semester	Cost of work-study – nominal cost, but unable to determine until students are committed	Staff meets with students regularly. They are invited to all staff meetings	Report regarding how many participated	9/30/17
Strengthen Academic Programs							
II.A Develop and promote an indigenous assessment model	Develop policies and procedures for Museum	Attorney Arthur Lofton and Patsy to meet with President Martin to discuss Legal Opinion of the Honor's collection	Policy finalized and approved by President; endorsed by Board	None	Present to board; meet with staff to present policy;	Policy established and implemented	9/30/17
	Seek AAM accreditation	Appoint Manuela Well-Off-Man to head up committee, along with my direction; Research requirements; meetings with Bill Sayer and others to identify duties; assign duties; attend AAM conference in 2017	Steps identified, completed and incorporated. Speak to AAM accreditors; determine steps to accreditation; implement steps	\$5,000	Regular updates with Dr. Martin, and Bill Sayer	Accreditation Achieved	9/30/2019

Institute of American Indian Arts
Plan 2020
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Responsible Unit or Individual: Patsy Phillips

Date: October 17, 2016

Build college Community							
III.C Implement a faculty and staff professional development plan	Professional development opportunities for staff	Work with staff to identify professional development courses	Staff attend appropriate training for their positions	\$10,000	Quarterly updates to President and board report;	Retain Staff	9/30/17
III.D Bring students, faculty, staff together in campus-centric activities	Artists who are exhibiting in the museum and who present, invite students to attend museum events and have artists present to students at campus	Identify artists who are traveling to Santa Fe for their exhibitions; Invite them to present at campus; Arrange for artists to present to students	Two or more artists present at campus and work with students	\$8,000	Invitations through IAIA email and social media such as Facebook and Twitter	Video tapes of artists interacting with students	9/30/17
III.F Implement an internal and external marketing and communications plan	Work with Director for Communication, Eric Davis to develop local and national plan	Meet monthly with Eric and graphic designer, Sallie Wesaw-Sloan to determine where to place ads	Ads successfully placed in local and national magazines and newspapers	\$15,000 – cost of ads	Ads to speak for the museum; Trace ads success through working with the store and who visits	List of where visitors are from	9/30/17
Advance Contemporary Native arts and cultures							
IV.A Expand collaboration between the museum, academic and student support	Students and faculty invited to all museum programming	Attend faculty meetings and ASG to invite to exhibits & events; send electronic	Count faculty and students at museum events	\$5,000 – cost of programming	Invite staff, faculty and students at meetings and via electronic mail	Report regarding what faculty and students attended museum events	9/30/17

Institute of American Indian Arts
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2016-2017 Annual Work Plan

Responsible Unit or Individual: Patsy Phillips

Date: October 17, 2016

programs		invitations; place on Facebook, Twitter and Instagram					
IV.B Implement museum docent and volunteer programs	Create a volunteer and docent program	Bi-monthly training beginning October 18 thru January 31, 2017	By early November 2016 Volunteers provide assistance; and February 2017 docents give tours; Gratitude luncheon for volunteers and docents	\$3,000	Communicate via emails and meetings with volunteers and staff, regarding opportunities	Plan established and implemented	2/15/17
IV.C Advance scholarship and dialogue on indigenous arts and cultures	Publish a catalog for new fall 2017 exhibition	Write introduction text; hire writers and photographer; raise funds	Articles written; photography of exhibition for catalog	\$15,000	Circulate photographs and articles in catalog	Additional funds raised; Catalog produced	9/30/17
IV.D Grow the IAIA collection	Continue adding to collection	Meet with collectors/donors; attend acquisition committee meetings	Donors are contributing to collection; purchase graduating student work	\$3,000	Update President and Board quarterly regarding donations	Report listing all donations	9/30/17
IV.E Engage with indigenous communities world-wide	Engage with indigenous communities world-wide	Identify program for Venice Biennale and documenta 14; run competition for student to attend documenta 14;	Travel to Venice Biennale and Kassel, Germany for documenta	\$8,000 (fundraise for travel)	Update President; Email opportunities to students; Present at IAIA meetings such as community gathering and ASG	Students attend and/or are aware of important markets/venues; Funds raised	7/15/17

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Responsible Unit or Individual: Patsy Phillips

Date: October 17, 2016

		Fundraise for travel expenses					
IV.F Strengthen the connection between the college, museum and larger Santa Fe community	Open collections via invitation to individuals; Invite local audiences to attend exhibition openings & public programs.	November 9 open house; Individual appointments; Place ads in local papers to invite local audiences to exhibition openings and public programs	Attendance at open house; numbers of individuals touring collection; attendance at exhibits & programming	\$1,000	Advertise locally and on social media	Report of who visited collections; how many people visit exhibitions and public programs	9/30/17

INSTITUTE OF AMERICAN INDIAN ARTS

GENERAL SESSION MEETING MINUTES

Thursday, August 18, 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
Loren Kieve
Princess Johnson
Sonya Kelliher-Combs

Staff:

Carmen Henan
Charlene Carr
Dean Char Teters
Dr. Bill Sayre
Eric Davis
Jacque King
Jason Ordaz
Larry Mirabal
Laurie Logan Brayshaw

Guests:

Chad BrownEagle

Not in attendance

Kristine Miller

A. Call to order

Loren Kieve, Chair, called the Board of Trustees General Session Meeting to order at 1:12 p.m. (MDT).

B. Invocation

Dr. Robert Martin, President, provided the opening prayer during the morning Board of Trustees (BOT) Retreat.

C. Determination of a Quorum

The Board of Trustees established a Quorum with ten voting members present.

D. Cabinet Reports

1. President's Report

- Dr. Robert Martin, President, shared that Jon Davis, MFA Program Director, received \$1 million dollars (\$100,000 per year over the next ten years) from the Taitanchi Foundation for the MFA in Creative Writing Scholarships.
- Dr. Martin reviewed the Institute of American Indian Arts (IAIA) Fall 2016 enrollment numbers: Full Time Enrolled (FTE) – 432 students; Headcount – 409 students, which will increase with Dual Credit student enrollment.

- Dr. Martin introduced Chad BrownEagle, Associated Student Government (ASG) President. Mr. BrownEagle's goals as ASG President include researching a wage increase for returning IAIA student-workers and starting a student Powwow Committee. He is also exploring the idea of a landmark on campus representing IAIA, where students can take pictures for their graduation announcements. The Trustees invited an ASG Representative to join each of the BOT Committees.
2. Institutional Research
 - There were no questions regarding Dr. Bill Sayre's, Director of Institutional Research, report which is available on BoardMax
 3. Sponsored Programs
 - There were no questions for Laurie Brayshaw, Director of Sponsored Programs. Sponsored Programs report is available on BoardMax.
 4. Marketing & Communication
 - There were no questions for Eric Davis, Marketing and Communications Director. His report is available on BoardMax.
 5. Land Grants Programs
 - Charlene Carr, Land Grants Programs Director, and New Mexico State University (NMSU) co-applied for the U. S. Department of Agriculture-National Institute of Food and Agriculture (USDA-NIFA) grant. The USDA - NIFA grant provides leadership and funding for agriculture programs. IAIA will receive \$141,600 over three years for the Beginning Farmer and Rancher Program offered to the 18 tribal communities in Northcentral New Mexico.
 6. Finance and Accounting
 - a. Financial, IT and Aux Report
 - Larry Mirabal, Chief Financial Officer (CFO), informed the Trustees that Guillermo Tilley, Manager for the Campus Bookstore and the IAIA Museum Store has resigned. Rachel Machovec accepted the Campus Bookstore Manager position on June 13th. Miria Caldwell joined IAIA and the Museum of Contemporary Native Arts as Museum Store Manager on July 25th.
 - b. Financial Statement
 - Barbara Davis Blum, Finance Committee Chair, reported that IAIA's expenses continue to track under budget. For the fiscal year 2017, IAIA budgeted just over \$500,000 for the reserve account. Along with the fiscal year 2016 budgeted goal, IAIA's reserve account will be over \$2 million at the end of the 2017 fiscal year.
 - Wells Fargo executed some changes in the IAIA investment portfolio, which is stable. The CFO will invite Wells Fargo to the Fall 2016 BOT meeting for an IAIA investment portfolio review.
 - c. FY17 Budget Narrative
 - The FY17 Budget Narrative is available on BoardMax. Increase to the FY17 expenses include –

- ❖ 1.6% cost of living adjustment (COLA), which mirrors federal employees COLA, per BOT directive
- ❖ 5% increase in health insurance costs
- ❖ Student Life Budget increase, due to increased student enrollment and related expenses, i.e. housing, and food cost

7. IAIA Museum

- Patsy Phillips, Director of the IAIA Museum, was not able to attend the BOT general session meeting. The Museum report is available on BoardMax.

8. Academic Division

- Char Teters, Academic Dean, added seats to some classes to accommodate the increased enrollment numbers. IAIA's Student to Faculty ratio remains at 6:1.
- Dean Teters introduced Sheila Rocha, Visiting Assistant Professor in Performing Arts. Ms. Rocha comes to IAIA with 25 years of experience in theater, performing arts, social justice theater, and Native American studies scholarship.

9. Enrollment Management Division

- Nena Martinez Anaya, Chief Enrollment & Retention Officer, was not able to attend the BOT general session meeting. The Enrollment Management report is available on BoardMax.

10. Student Live Division

- Carmen Henan, Dean of Student, reviewed the current housing numbers.
 - Residence Center
 - ❖ Total of 154 beds
 - ❖ 9 spaces available on the women's floor
 - ❖ 145 beds occupied
 - 73 men, with 2 single male ADA rooms, 2 men are on a waiting list,
 - 72 women, 4 vacant beds, 2 female RA single rooms
 - ❖ 1 room under renovation, completed today.
 - Family Housing:
 - ❖ 34 students occupy the 24 casitas, no vacancies
- The federal government informed all public schools they must allow transgender students to use bathrooms that correspond with their gender identity or risk losing federal funding. The Residence Hall and Center for Life Long Education (CLE) have a family bathroom that is schedule to be reassigned as transgender restrooms. Student Life is working with Facilities to accomplish this requirement throughout campus. Dean Henan has begun discussions with the LGBTQ student community to convert one hall in the women's dome to a transgender Hall.
- A summer-intern student, Elizabeth Stahmer, was hired through the Indigenous Liberal Studies internship program. Ms. Stahmer assisted Student Life with reviewing and updating policies on Title IX, the

website page and preparing students to lead orientation sessions on Title IX Campus Safety.

- On the website under the Student Life page, IAIA publishes the Title IX Campus Safety policies. Students can anonymously report any discrimination, harassment, including sexual misconduct and violence. Dean Henan, Title IX Coordinator on campus, will address all reported issues.

11. Institutional Advancement

- The paddle call at the IAIA Gala raised about \$37,000, Alex Shapiro, Institutional Advancement Director, informed the BOT. The Advancement Office will survey the guests relative to their evening's experience especially with the new electronic check-in system.

E. Approval of May Meeting Minutes

Sonya Kelliher-Combs moved to approve the May meeting minutes; Bidtah Becker seconded the motion. Loren Kieve called for a vote; all in favor – 10, opposed – 0, abstained – 0. The May 2016 meeting minutes were approved.

F. New Business

1. Barbara Davis Blum moved to accept resolution 2016-013 Operating Budget: 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. Brenda Kingery seconded the motion. There was no further discussion on the subject. Loren Kieve called for a vote: in favor – 10; opposed – 0; abstained – 0. The BOT passed the 2016-013 Operating Budget Resolution.
2. Barbara Davis Blum moved to accept resolution 2016-014 FY16 3rd 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. JoAnn Balzer seconded the motion. There was no further discussion on the subject. Loren Kieve called for a vote: in favor – 10; opposed – 0; abstained – 0. The BOT passed the 2016-014 Gift Resolution.
3. The Trustees discussed changing the date for the Fall 2016 BOT Meeting currently scheduled for November 9th - 10th. The BOT will receive an email with alternative meeting dates. Once the Fall BOT meeting is determined, the President's office will send out a meeting announcement email.

G. Executive Session

The Board of Trustees concluded an Executive Session was not necessary.

H. Adjourn

The Chairman adjourned the meeting at 2:47 p.m. (MDT).

INSTITUTE OF AMERICAN INDIAN ARTS

2016 BOARD OF TRUSTEES RETREAT MEETING MINUTES

Thursday, August 18, 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
Loren Kieve
Princess Johnson
Sonya Kelliher-Combs

Staff:

Alex Shapiro
Dr. Bill Sayre
Jacque King

Guests:

Ann Santini
Dr. Martha Romero
Mia Olsen
James Lujan

Not in attendance

Kristine Miller

Loren Kieve, Chair, called the Board of Trustees Retreat to order at 9:09 a.m. (MDT).

A. Student Presentations

1. Mia Olsen, Institute of American Indian Arts (IAIA) student participating in the Land Grant Student Research Program, provided a PowerPoint presentation on her Chile research. Ms. Olsen's research took place at the New Mexico State University - Sustainable Agriculture Science Center at Alcalde. The PowerPoint presentation is available on BoardMax.
2. James Lujan, Cinematic Arts Department Chair, presented *Devil's Throne* a film by IAIA student Echota Killsnight. Mr. Killsnight won first place for Live Action Film, Cinematography and Editing during this year's American Indian Higher Education Consortium (AIHEC) Student Conference. During the Taos Shortz Film Festival, *Devil's Throne* received the best Native film award. *Devil's Throne* can be viewed on YouTube - https://www.youtube.com/watch?v=zVdw92R_Fg0&feature=youtu.be

Mr. Lujan updated the Trustees relative to Cinematic Arts Department news.

- IAIA student Razelle Benall's film *I Am They Weapon* won the Southwestern Association for Indian Arts (SWAIA) Moving Images Classification X - Narrative Short award. Kahill Hudson,

Cinematographer/Cinematic Arts Faculty, received funding from Sundance to film a documentary over the summer.

- *The Tomahawk*, a Native American-themed TV series written by James. Lujan was selected to move into the development phase by Blue Sky Producers Lab.
- Mats Reiniusson, Digital Dome Manager, secured a \$500,000 grant for equipment from the Department of Defense (DOD).
- The Fall 2016 Cinematic Arts Program has its largest enrolled Freshman class since IAIA introduced the new program in 2013.
- Dr. Martin announced that Mayor Javier Gonzales and the Santa Fe City Council appointed Mr. Lujan to the Santa Fe Film Commission.

B. Board Roles and Responsibilities

Dr. Martha Romero, Leadership Coach, facilitated the Board Roles and Responsibilities training section of the retreat. Dr. Romero works with the University of Maryland Center's ethics residency for doctoral students and is a Coach for Achieving the Dream. She served as Vice President for Instruction at Pikes Peak Community College, and President of the Siskiyou Joint Community College District in California. Dr. Romero serves on the Board of Trustees for the Santa Fe Community College.

The Board of Trustees (BOT) discussed the importance of being an IAIA Trustee

- Students - cultivating future generation of Native professionals in the arts and humanity fields
- Quality Education – most important thing to provide the students
- Leadership – the right people in place to improve and grow the college
- Sustainability – keeping the college open, IAIA is unique, one of three Congressional Chartered Institutions

Dr. Romero reviewed the responsibilities of the Board

- Mission, Vision & Planning
 - Mission – the principles on which the BOT makes decisions
 - Vision – declaration of IAIA's objectives
 - Planning – review and approval of plans, including
 - Strategic Plan
 - Academic Master Plan
 - Facilities Plan
 - Technology Plan
 - Fiscal Plan
 - Risk Management Plan
- Fiscal Integrity – approve operating budget, including
 - Set tuition and fees
 - Review budget quarterly
 - Monitor resources
 - Set investment strategies
- Academic Quality – review and study student success data
- Institutional Governance – support the President and delegation in promoting Higher Education values.

Dr. Romero's PowerPoint presentation is available on BoardMax.

During Dr. Romero's presentation the BOT discussion the following student challenges

- Who am I as a Native when I go back to my tribal community?
- Do I feel alienated because of my education?
- Tribal-specific Human Relations training
- Finding a job

Further discussion will take place during the Fall 2016 BOT meeting.

C. GISS-TCU Board Self-Assessment

The BOT participated in the in the 2015 Board Self-Assessment (BSA), one component of the Governance Institute for Student Success – Tribal Colleges and Universities (GISS-TCU) Conference. Trustees Kris Miller and JoAnn Balzer attended the conference hosted by Association of Community College Trustees (ACCT) and AIHEC last year in San Diego. The BOT will receive an email with guidelines/instructions for completing and submitting the 2016 BSA. Trustees Kris Miller and Barbara Davis Blum will attend the GISS-TCU2 Conference in New Orleans beginning October 7th.

D. Trustee Compact Document

1. For your reference, the Board Member Job Description is available on BoardMax.
2. The BOT reviewed the IAIA Trustee Compact Document, the Trustee Agreement of Board responsibilities. The Trustees recommended no additional revisions. The Trustees agreed to formally approve the revised document during the BOT General Session meeting this afternoon.

E. Presidential Succession Plan

1. Located on BoardMax is a copy of the Association of Governing Boards (AGB) Presidential Succession Planning for your reference.
2. Each college should have a Presidential Succession Plan in place. The document should be reviewed annually and revised if necessary. The Succession Plan provides guidelines for searching and selecting an IAIA President. The BOT discussed the document and agreed to formally approve the Presidential Succession Plan during the BOT General Session.
3. The Emergency Succession Plan outlines the procedure for the appointment of an Acting/Interim President in the event of an unplanned absence of the President. In the event of the Presidents temporary/short-term absence, the Chief Financial Officer shall serve as Acting President. If the event is temporary/long-term, lasting more than three months, the BOT may elect to appoint an Interim President. The BOT discussed the document and agreed to formally approve the Emergency Succession Plan during the BOT General Session.
4. The BOT performs a President's review every year and a formal President Evaluation every three years. The Presidential Review Committee will present the President's Evaluation during the Executive Session of the Fall 2016 BOT meeting.

F. Review Board Goals for 2015-2016

The Trustees reviewed the 2015-2016 Board Goals.

1. Fiscal integrity – The Board reviews IAIA's financial statement quarterly.
2. Financial Education – The BOT participates in Finance training quarterly.
3. Board Performance – IAIA schedules student events during BOT meetings
4. Education quality – schedule sessions on assessment, in progress
5. Strategic Planning – appoint representatives to Plan 2020
6. Recognizing Faculty – The Trustees discussed ways to recognize faculty including matching the American Indian College Fund (AICF) Faculty of the year award, presented during the IAIA Commencement.
7. Partnerships – continue to work on partnerships i.e. Dartmouth College
8. Advancement goals
 - Support IAIA - Trustees continue to support IAIA with monetary and in-kind gifts.
 - Solicit support from the Tribal Nations – The BOT discussed approaching the gaming Tribes for donations.
 - Provide donor contacts – The BOT continues to forward potential donor contact information to the Institutional Advancement office.
 - Host solicitation events – events are scheduled throughout the year
 - Sign Thank-you letters – Trustees sign thank-you letters while on campus for the BOT meetings.
 - Fundraising – involvement in the Moving Forward Campaign for the Performing Arts and Fitness Center.

G. Establish Board Goals for 2016-2017

The BOT agreed to continue with the 2015-2016 goals with the following revision.

- Remove
 - Strategic Planning – completed, BOT appointed representatives to the Plan 2020 team
 - Partnership – this is a Presidents goal, not a Board goal
 - Advancement goal – Fundraising – Over the next couple of months, the Moving Forward Campaign will conclude.

The Chairman adjourned the BOT Retreat at 12:00 p.m. (MDT).

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

**Board of Trustees
Teleconference Meeting
Monday, September 26, 2016**

Board Members:

Loren Kieve
Dr. Cynthia Chavez Lamar
Dr. Deborah Goodman
Dr. Robert Martin
JoAnn Balzer
Kristine Miller
Princess Johnson
Sonya Kelliher-Combs

Not in attendance

Barbara Davis Blum
Barbara Ells
Bidtah Becker
Brenda Kingery

Staff:

Jacque King

- I. Call to Order
Loren Kieve, Chair, called the Board of Trustees teleconference to order at 2:08 p.m. MST.
- II. Roll Call
The Board of Trustees (BOT) established a quorum with seven voting members joining the teleconference.
- III. Trustee Compact
JoAnn Balzer Blum moved to accept the BOT Compact document. Sonya Kelliher-Combs seconded the motion. There was no further discussions. Loren Kieve called for a vote: in favor – 7; opposed – 0; abstained – 0. The BOT accepted the Trustee Compact document.
- IV. Presidential Succession Plan
JoAnn Balzer moved to accept resolution 2016-015 Presidential Succession Plan: Be it resolved, that the Board of Trustees of the Institute of American Indian and Alaska Native Culture and Arts Development approves the attached Presidential Succession Plan and Procedure for the selection of the President. Kris Miller seconded the motion. The BOT revised the following wording on page one of the Succession Plan: “In consultation with the Search Committee, the Board Chair will appoint the Chair of the Search Committee, which may be the Board of Trustees Chair”.

Loren Kieve called for a vote: in favor – 7; opposed – 0; abstained – 0. The BOT passed the 2016-015 Presidential Succession Plan Resolution with changes.

V. Emergency Succession Plan

Kris Miller moved to accept resolution 2016-016 Emergency Succession Plan: Be it resolved, that the Board of Trustees of the Institute of American Indian and Alaska Native Culture and Arts Development approves the attached Emergency Succession Plan and Procedure for the appointment of an Acting/Interim President in the event of an unplanned absence of the permanent President. There was no further discussions. Loren Kieve called for a vote: in favor – 7; opposed – 0; abstained – 0. The BOT passed the 2016-016 Emergency Succession Plan resolution.

VI. 2016-2017 GOT Goals

Dr. Deborah Goodman moved to accept the 2016-2017 BOT goals. Kris Miller seconded the motion. Loren Kieve called for a vote: in favor – 7; opposed – 0; abstained – 0. The Trustees passed the 2016-2017 BOT goals.

VII. Adjourn

Loren Kieve adjourned the teleconference at 2:22 p.m. MST.

To: IAIA Board of Trustees
From: Robert Martin, President
Date: October 22, 2016
Subj: Quarterly Board Report

Mission Objective 1: Improve Student Success

1.1 Increase involvement of all IAIA stakeholders in student success

- Kris Miller and Barbara Davis Blum represented the Board of Trustees at the second Governance Institute for Student Success - Tribal Colleges and Universities last month in New Orleans. Dr. Bill Sayre, Nena Martinez Anaya and I also were part of the team representing IAIA. Again, the focus was on using evidence to track and measure student success. The federal government uses IPEDs data as the preeminent metric for measuring student success. This data is essentially flawed because, until recently, IPEDs definition of cohort groups includes only first-time, full-time students. On the other hand, IAIA's students often attend part-time, transfer from other institutions or may "stop-out" for personal or family reasons. Thus these students are not included in the cohort and counted as "failures" in IPEDs data.

Four tribal colleges were invited to present to workshop attendees and Kris represented IAIA and was the only Trustee presenting. She emphasized that it is imperative tribal colleges define student success in both quantitative and qualitative terms, providing context in which a college operates. We must tell our stories relative to student success, including mission, admission policies and the student demographics and characteristics.

Accordingly, IAIA's definition of cohorts used in calculating the six-year graduation rate includes first-time, returning and transfer students enrolled full-time or part-time seeking either a certificate, associate's, and bachelor's degree. In addition, students who earn a certificate, associate's or bachelor's degree from IAIA or from any other institution of higher education are included in the calculations.

Using IAIA's definition of cohort group and student success results in a graduation rate of 54% as contrasted to the 24% graduation rate as reported by IPEDs.

- As we participate in HLC's Persistence and Completion Academy, an institutional priority is improving the persistence rates of students who require remediation and have the highest drop-out rates. We are currently conducting a pilot in which ENGL 099 is linked with FUND111 Drawing I. I would like to see an expansion of this pilot program to include other linked courses and to consider enrolling remedial students immediately in gateway courses with increased student support and tutoring.

- An ice cream social was held in September to celebrate the success of our students who made the President's and Dean's list for the Spring 2016 semester.

1.2 Increase enrollment; improve retention and completion

- IAIA's Fall 2016 enrollment is 473 FTE (full time equivalent) and 589 headcount as compared to 422 FTE and 524 headcount for the Fall 2015 semester, representing a 10 percent increase in student FTE.
- Due to unsuccessful efforts in enrolling student for the courses offered at the Higher Education Center (HEC) we have decided to suspend our attempts to offer classes at that site. We believe this is due to a number of factors, including our tuition charges, our close proximity to the HEC and a preference for taking classes at IAIA's beautiful campus and facilities. Also, there is still the lingering perception among the general public that IAIA serves only the Native American population. We will revisit the relationship with HEC as our enrollment increases and there is a more pressing need for space on campus. It also should be noted that New Mexico Highlands is the only institution of higher learning successful in offering classes at the HEC primarily due to the distance between their main campus and Santa Fe. Moreover, they have been offering classes for a number of years at SFCC before the HEC came into existence and already had grown a substantial enrollment in their social work and business programs.

1.3 Increase scholarship funds

- The Scholarship Awards Dinner was held on Wednesday, September 15, 2016. That evening 535 scholarships were awarded to 273 students for a total of \$ 542,000 – the highest amount to date. Dwayne Joe, a 2016 IAIA Cinematic Arts and Technology graduate and accomplished film maker, was the keynote speaker. JoAnn Balzer attended and spoke on behalf of the Board of Trustees.

1.4 Develop student leadership skills

- The following leadership statement was approved by Cabinet and has been distributed to faculty and staff seeking their input:

IAIA empowers its students to become leaders, and first and foremost, IAIA student leaders are collaborative. They respect and encourage others from all backgrounds and work together to achieve everyone's dreams and goals. They can assume this role by taking on leadership positions, but they can also lead as a friend, mentor, classmate, or team member. They can focus on broad community needs, but they can also work on the details such as problem-solving and communicating shared goals. They'll be honest, accountable, and committed to resolving differences and making progress. Student leaders are also as helpful to themselves as they are to others. They stay healthy and balanced and take time for reflection.

Collaboration:	Work with others in order to achieve a shared goal
Respect:	Understand others are important and should be treated appropriately

Encourage:	Make some one more determined, hopeful, or confident
Problem-solving:	Finding solutions
Communication:	Express ideas, thoughts, information, or feelings
Honest:	Truthful, sincere, and straight-forward
Accountable:	Responsible, answerable
Commitment:	Making sure something will happen.

Once input is received and reviewed by Cabinet, a final version will be drafted and submitted to the Board of Trustees for consideration and approval. Once approved, it will be used to strengthen and expand leadership capacity among our students.

Mission Objective 2: Strengthen Academic Programs

- The creation of the Academic Division's first strategic plan is in development and will be linked to IAIA's mission, core values and the 2020 Strategic Plan. It will provide the focus, direction and guidance to ensure our programs remain viable and promote student success.
- The Academic Dean and I have discussed proposing internships as a requirement for all academic programs. Internships provide students with opportunities to experience various aspects of careers, and ample evidence exists that student success is enhanced with this type of experiential learning. Currently Internships are required for only Museum Studies, Cinematic Arts and Technology, and Indigenous Liberal Studies majors. Creative Writing and Studio Arts programs list Internships as elective courses but which are not required. We have already experienced an increase in student internships from all majors with funding provided by the Margaret A. Cargill Foundation and other organizations, such as Disney who placed three of our students this summer at Disney World in Orlando.
- A formal agreement has been signed with Dickinson College in Carlisle, Pennsylvania, to facilitate cooperation in teaching, learning and research through the exchange of students, faculty and knowledge. During the spring 2016 semester, one Native American student from Dickinson attended IAIA.
- IAIA will again host Dartmouth College during the fall 2017 semester. Three Native American courses will be offered to 12 – 16 students from Dartmouth College along with IAIA students who also will be encouraged to register for these classes. One change in the Dartmouth program is their students will be housed off campus rather than in our residence center as they were last year.

Mission Objective 3: Build College Community

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

- Roxanne Swentzell was keynote speaker for the 2016 Convocation Ceremony scheduled Thursday, August 25. This gathering provided an opportunity for bringing the campus community together in celebration of the new academic year and to set a positive tone for encouraging student success. Roxanne delivered an eloquent, inspirational speech to our students. Barbara Ells also spoke on behalf of the Board of Trustees.

- The Artist-in-Residence Program, funded by the Margaret A. Cargill Foundation, is in its second year of bringing artists to campus for a month to share their creative talents and methods with our students. Gerry Quotskuyva (Hopi), Jason Garcia (Okuu Pin-Turtle Mountain) and Luke Parnell (Nisga'a, Haida) were on campus in September. Erin Gingrich (Nome Eskimo Community) and Makita Trimble (Nisga'a, Tlingit) are visiting during the month of October.
- 3.6 Implement an internal and external marketing and communications plan
- The Open House and Groundbreaking events are being marketed to the general public. Royale Da, who is anchor/reporter for KOAT News, Channel 7 in Albuquerque, will be the MC for the program.
 - On Friday, October 21, IAIA's Museum of Contemporary Native Arts hosted a Roundtable Discussion with Senator Udall and William Adams, Chairman of the National Endowment for the Humanities. The purpose of the event was to allow stakeholders an opportunity to offer perspectives on education, research, preservation and access relative to Native American history and culture. It was a great opportunity to engage in a dialog with both Chairman Williams and Senator Udall. JoAnn Balzer represented the Board of Trustees.
- 3.7 Build a Performing Arts and Fitness Center
- A mini-contract has been executed for site preparation and utilities installation work for the Performing Arts and Fitness Center. Again, the primary construction contract will begin later following the November 9 ground breaking.
 - IAIA's \$1.2M proposal for a grant from the United States Economic Development Administration (EDA) to assist in completing the construction of the Performing Arts and Fitness Center was not funded. The EDA Regional Administrator, however, from the outset had encouraged us to submit the proposal and led us to believe that it would be funded. Of course, we were disappointed.
 - New Mexico's General Obligation Bond B, including \$2 million to complete the Performing Arts and Fitness Center, will be on the November ballot for approval by the state's voters.
 - I continue to engage and cultivate potential donors for the building campaign, which will continue after the groundbreaking to raise funds for furnishing and equipping the facility.
- 3.9 Grow and maximize resources for college programs
- As previously reported, both the House and Senate passed their Interior-Environment Bills, including a \$216,000 increase in general operations plus full forward funding. The proposed mark for IAIA is \$15,212,000, an increase of \$3,377,000 above the administration's request and \$3,593,000 above last year's enacted level. It is hoped that Congress will enact an FY 17 budget in December because if there is a continuing resolution for the full fiscal year our increases will be lost. At every opportunity, we continue to express our gratitude to Senator Udall for his leadership and support in securing forward funding for IAIA.

- The \$800,000 renovation project to replace the Academic Building roof and HVAC system has been completed. As previously reported, only about half of the evaporative coolers were replaced with air conditioning units. As a result, our capital project funding request for the 2017 New Mexico legislative session will be \$400,000 from Severance Tax Bonds to complete phase II of this project.
- A second Department of Defense (DOD) \$500,000 grant was received for equipment upgrades for the digital dome and film program. Last year we received a Department of Defense grant for \$500,000 to develop immersive and interactive curriculum for the digital dome.

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

5.1 Communicate IAIA's role as a Land Grant institution

- The IAIA Land Grant Programs Community Advisory Committee has scheduled its first meeting for November. Its purpose is to strengthen our relationships with New Mexico Pueblos and tribes, the United States Department of Agriculture and New Mexico State University, the 1862 land-grant university.
- The Director participated in the second USDA-NIFA strategic planning session in Jackson Hole, Wyoming, to develop opportunities for 1994s and 1862s to build relationships and facilitate collaborative programs. It is expected that a land grant plan will be developed at the state level to increase efforts to better serve the Pueblos and tribes of New Mexico.
- The Director is co-coordinating with other tribal colleges and USDA in planning the First Americans Land-grant College Organization and Network (FALCON) annual conference, November, in Albuquerque. FALCON is a non-profit, professional association sanctioned by the AIHEC Board of Directors, representing administrators, faculty and staff at 1994 Land-Grant Institutions (Tribal Colleges and Universities). Twenty-five of the conference attendees will have an opportunity to tour IAIA. I will provide the TCU President's Address for the conference on Sunday, November 6, 2016.
- The Land Grant Program was awarded an EPA Tribal EcoAmbassador grant for \$50,000 to assist local Tribal communities with small-scale backyard farms and gardens. In addition, six IAIA college students will participate in a for-credit research internship course.

2016-17 IAIA Institutional Strategic Priorities

- Sustained enrollment growth through strategic recruitment and retention strategies.
- Increase Scholarship Funding.
- Continued focus on measuring the quality of our academic programs through student learning outcomes assessment and program review, with special emphasis on indigenous methodologies.
- Establish baseline data and goals for retention, persistence and completion rates.
- Define student success and completion rates in our own terms.
- Improve persistence rates of students who require remediation.
- Construction of the new Performing Arts & Fitness Center on the IAIA campus.

- Continued expansion of IAIA's renowned graduate program in creative writing.
- Explore feasibility of establishing additional low-residency graduate programs.
- Continue developing the Performing Arts Program.
- Expand the dual-credit and summer bridge programs.
- Pursue strategies enabling the college to become more efficient and prepared for contingencies that will ensure fiscal sustainability.

Leadership Statement

The leadership statement below has been vetted through the President's Cabinet, the Faculty Council, the Staff Council and Associated Student Government.

IAIA empowers students to become leaders by offering leadership programs and learning opportunities that will encourage them to:

- Respect all cultures and backgrounds and work together to achieve their community's shared dreams and goals.
- Address broad community needs and concerns and engage in collaborative problem-solving.
- Communicate honestly and be accountable and committed to resolving differences.
- Stay healthy and balanced and take time for reflection and celebration.

Definitions:

- Collaboration: Work together to achieve a shared goal
- Respect: Treat others appropriately based on their culture, background, abilities, qualities and achievements. Have appreciation for one another, without judgment. Regard other's needs as important as their own.
- Encourage: Support determination, confidence and hope in endeavors
- Problem-solving: Find solutions
- Communication: Openly express and discuss ideas, thoughts, information and feelings verbally, in writing and artistically. Respond rather than reacting.
- Honesty: Truthful, sincere, and straight-forward
- Accountable: Accept responsibility for ideas and actions
- Commitment: Dedication to achieving results and outcomes

As part of this process, each division, department and office was asked to identify activities and programs under their purview that incorporate student leadership development.

Leadership is included in our mission statement, Plan 2020 document, and going forward, using the leadership statement above as guide, each of the Cabinet members will be required to incorporate student leadership development into their annual work plans.

To: Dr. Robert Martin, President
From: Dr. Bill Sayre, Director, Institutional Research
Subj: Update to Office of Institutional Research Report
Date: November 10, 2016

Developmental and General Education English class completion rates

Percentage of students who started the ENGL sequence in a particular class and who completed the entire sequence (ENGL 102):

ENGL 98	21%
ENGL 98A	10%
ENGL 99	25%
ENGL 99A	30%
ENGL 101	47%
ENGL 102	87%

Observation: Successful completion of ENGL 102 is relatively low for students who are placed into Developmental Education ENGL classes (ENGL 98, 98A, 99, and 99A) and higher for students who are not placed into DevEd.

Data definitions:

- All students who started and completed DevEd ENGL (ENGL 98 and 99) and GenEd ENGL (101 and 102) between 12FA and 15FA or who dropped out before completing the sequence.
- N = 214. 85 students completed the sequence, 129 did not.
- Completion is defined as earning a “C” grade or better. Institutional policy requires students to repeat these classes if they earn less than a “C”.

Six-year degree completion rate for the Fall 2009 entering cohort

Major in first semester	Number	Completion rate
Studio Arts	22	64%
Museum Studies	4	50%
Indigenous Liberal Studies	4	50%
Creative Writing	9	44%
New Media Arts	9	44%
Total	48	54%

Observations:

- Studio Arts is above average. Museum Studies and ILS are close to average. Creative Writing and New Media Arts are below average.
- Overall completion rate is 54%, as compared to the IPEDS defined rate of 24%.

- 85% of students earned degrees in their first-semester declared major. Not much changing of majors
- 15% of degrees earned were from other schools. Not a lot.

Data definitions

- full time students (counting college-level courses only)
- admitted as freshmen or transfer students
- completing a degree or certificate in six years
- earned at IAIA or any other institution

To: Dr. Robert Martin, President
From: Dr. Bill Sayre, Director, IR
Date: October 11, 2016
Subj: Quarterly Board Report

Mission Objective 1: Improve Student Success

1.1 Increase involvement of all IAIA stakeholders in student success

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

I studied new ways of calculating graduation/completion rates, and developed a new definition for the cohort we'll use to calculate completion:

- All full-time degree-seeking (certificate, associates, and bachelors) undergraduate new freshmen admitted in a particular semester
- All full-time degree-seeking (certificate, associates, and bachelors) undergraduate new transfer students admitted in a particular semester
- Earning a certificate, associates, or bachelor's degree from IAIA or from any other institution of higher education.
- Four year, six year, and eight year rates for the freshmen, the transfers, and a combination of all students will be calculated
- Students who stop out and re-enroll are included in the calculations.
- Full-time and part-time designations are determined by total college-level credits enrolled in at IAIA in the first semester (not including developmental education.

In summary, for the Fall 2009 cohort:

- IAIA's IPEDS Graduation Rate is **24%**.
- Using AIHEC's methodology, our graduation rate is **44%**.
- Using our own methodology, our six-year graduation rate is actually **54%**.

We believe that our method is more accurate than the IPEDS or AIHEC methods:

- IPEDS doesn't consider transfer students
- IPEDS doesn't consider students who start here, but complete somewhere else.
- The "IPEDS Graduation Rate" looks at six-year rates, and we believe eight-year rates are more appropriate.
- AIHEC is not a cohort based model. For example, we initiated our graduate program between 2009 and 2016, so graduates students are not included in the 2009 numbers but they are included in the 2016 numbers.
- AIHEC mixes undergraduate and graduate students together. These two populations behave quite differently in higher education.

I also looked in the National Student Clearinghouse to see where students who leave IAIA end up. 30% do not appear in the database, which means they either are not enrolled in higher education or the institution they are at does not participate in the Clearinghouse. Some Tribal Colleges do not participate, but my estimate is that most of the students are no longer enrolled.

	# students	Percent of cohort
Attended another institution, and did not earn a degree within six years	28	31%
Not attending another institution	27	30%

Of those who attended other institutions, 9 have earned a credential of some sort. Only three are similar to programs that we offer.

- Certificate in Organizational Management, University of New Mexico
- Certificate in Medical Associates, Carrington College, Albuquerque
- Associates in Automotive, San Juan College
- Associates in Early Childhood Development, Santa Fe Community College
- Associates in Occupational Studies, Le Cordon Blu, Arizona
- Bachelors in Art, University of Alaska
- Bachelors in Film, Santa Fe University of Art and Design
- Bachelors in Astrophysics, University of New Mexico
- Bachelors in English, University of Iowa

Those who left IAIA attended 28 different institutions of a wide variety, mostly publically-funded, but from community colleges to Research I institutions. Only three Tribal Colleges are on the list.

- Carrington College, Albuquerque (1)
- Casper College (1)
- Central Wyoming College (2)
- Chabot College (1)
- Chandler Gilbert Community College (1)
- Central New Mexico Community College (1)
- College of the Menominee Nation (1)
- Dine College (1)
- Eastern New Mexico University (1)
- Fort Lewis College (1)
- Le Cordon Blu, Arizona (1)
- Madison Area Technical College (1)
- Maryland University of Integrated Health (1)
- Northern Arizona University (1)
- Oglala Lakota College (1)
- Pima Community College (1)

- San Francisco Art Institute (1)
- San Juan College (1)
- Santa Fe Community College (5)
- Santa Fe University of Art and Design (1)
- The Bryman School
- Truckee Meadows Community College
- University of Alaska, Anchorage (2)
- University of Alaska, Fairbanks (1)
- University of Alaska, Southeast (2)
- University of Iowa (1)
- University of New Mexico (3)
- Walla Walla Community College (1)

I will continue these studies for entering cohorts in other semesters.

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

Mission Objective 3: Build College Community

Project: Institutional Research creates an annual/semester Fact Book and disseminates it widely. No action this quarter. 10%. This project will be continued into the next year.

Project: Implement the Institutional Effectiveness Plan. No action this quarter. 25%. This project will be continued into the next year.

Project: Prepare the 2017-2018 HLC Assurance Argument. 10%. Valerie Nye, Library Director, and I will be attending a webinar on how to run effective focus groups at the end of October. This project continues into the next year.

Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: **William O. Sayre**

Date: **October 11, 2016**

<i>Institutional Priority</i>	<i>Project Description</i>	<i>Action Step(s)</i>	<i>Effectiveness Measure(s)</i>	<i>Budget Considerations</i>	<i>Communication Considerations</i>	<i>Deliverable(s)</i>	<i>Expected Completion Date</i>
I.A. Increase involvement of all IAIA stakeholders in student success.	Creation of annual/semester Fact Book.	1. Develop list of data to be included. 2. Seek President's approval. 3. Seek Cabinet's approval. 4. Develop Fact Book. 5. Publish on website	Publication of the fact book.	None.	None.	Publication of fact book.	09/30/2017 and operational thereafter.
I.A. Increase involvement of all IAIA stakeholders in student success.	Prepare the 2017-2018 HLC Assurance Argument	1. Establish timeline. 2. Appoint primary authors. 3. Appoint steering committee 4. Assemble evidence 5. Write narrative	Publication of the assurance argument.	Approximately \$10,000, to be covered by the OIR.	Regular communication with internal and external stakeholders.	Publication of the assurance argument.	07/30/2018
I.B. Increase enrollment; improve retention and completion	Develop new methods of measuring retention and completion	1. Background research. 2. Draft definitions. 3. Draft data	Publication of the data.	None.	None.	Publication of the data.	09/30/2017 and operational thereafter.

Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: **William O. Sayre**

Date: **October 11, 2016**

		sets. 4. Seek President's approval. 5. Publish in fact book.					
I.D. Track student success after college	SNAAP Survey	1. Prepare alumni list. 2. Analyze data 3. Prepare report. 4. Publish highlights in fact book.	1. Creation of alumni list. 2. Receive data from SNAAP. 3. Final report	None.	None.	Successful publication of final report.	09/30/2017
II.A. Develop and promote an indigenous assessment model.	Institutional Effectiveness Plan.	1. Create plan. 2. Discuss the plan with faculty/students/staff and assist the campus with implementation. 3. Prepare and disseminate progress reports. 4. Include in next Assurance Argument.	1. Publication of plan. 2. Notes of meetings. 3. Publication of progress reports. 4. Evidence of improvements made to teaching, learning, and administrative operations.	None.	Regular meetings and progress reports.	Successful assurance argument in 2018.	07/30/2018
II.C. More fully implement academic program	Academic Program Review	1. Collaborate with Academic Dean on timeline. 2. Develop data	Publication of 2016-2017 Academic Program Review report.	None.	Regular meetings and progress reports.	Successful publication of final report.	09/30/2017

Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: **William O. Sayre**

Date: **October 11, 2016**

review.		set. 3. Collect academic department input. 4. Prepare final report					
III.C. Implement a faculty and staff development plan.	Faculty and staff development Plan	1. Collect information on expenditures on faculty and staff development in FY16 budget. 2. Discuss results with President, Cabinet, Faculty Council, and Staff Council. 3. Establish next steps leading to the creation of the plan.	1. Report on expenditures. 2. Stakeholder feedback sessions.	None.	None.	Intermediate report on expenditures and stakeholder perspectives.	07/30/2018

To: Dr. Robert Martin
From: Laurie Brayshaw
Date: Oct 17, 2016
Subj: Quarterly Board Report

Strategic Theme I. Improve Student Success

B. Increase enrollment; improve retention and completion

Continuing Education

Project: Establish the Continuing Education Program

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

The development of courses for the IAIA Continuing Education Program continues. Since July 2016, five workshops have been scheduled, and the descriptions can be found on the Continuing Education webpage. The workshops include:

- Development, Implementation, and Sustainability of Culturally & Linguistically Native American Education Initiatives (1.5 CEUs)
- Effective Communications Writing for Tribal Programs and Other Community Based Organizations (.6 CEUs)
- PSA Workshop: Problem Solution, Action (.6 CEUs)
- The Art of Grant Writing (.6 CEUs)
- Project Management for Agricultural Programs in Pueblo Communities (.8 CEUs)

Three additional CE workshops are in development. They are:

- Introduction to Digital Arts (4 CEU's)
- Healthy Eating, Healthy Living (6 CEUs)
- Strategic Planning and Leadership for Tribal Programs (1.6 CEUs)

Interest is growing in the courses and we have collaborated with the IAIA Marketing & Communications team to publicize and advertise for these courses. On 9/13/16, Joannie Romero was interviewed on the KSFR radio program to publicize CE. Additionally, information about courses was also shared with the Santa Fe Urban Indian community at the Santa Fe Indian Center Day on September 17, 2016. The Continuing Education Manager continues to collaborate with the local Tribal Education Department offices to develop and offer courses reflective of culture-based Education.

- Five workshops have been scheduled and we will continue working towards recruiting instructors and scheduling the courses and workshops.

- Recruiting has been ongoing for instructors to teach courses in English, math, business and technology as well as other core areas for IAIA Continuing Education.
- IAIA Continuing Education will continue to publicize course offerings to the local Pueblo communities, the greater Santa Fe/Albuquerque areas, and to the surrounding cities through emails, the IAIA Newsletter, brochures, the KSFR radio show, etc.
- Completed courses will be evaluated for continuous improvement. Additionally, the length of time needed to advertise course or workshop offerings is also being evaluated.

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

In addition to launching the Continuing Education Webpage, we have also collaborated with IAIA Webmaster Jason Ordaz to customize our offerings for courses and course content. Wufoo forms are used to allow participants to register and pay for their courses. We are working with Institutional Research to develop an Empower-based webpage detailing Continuing Education offerings including upcoming courses, a login database for registrants, as well as the option to pay for courses online. Continuing Education will continue to utilize the current CE webpage and Wufoo forms until the Empower site is up and running in the format needed.

- The Empower enhancement for the integration of a Continuing Education empower-based site is in progress.
- Continuing Education will attend Empower training on 10/18/2016.
- Continuing Education will continue to coordinate with the Marketing & Communications department to complete the development of the CE webpage.

Target Area III: Develop the College & Career Readiness Program

The second year of the College & Career Readiness Program was awarded \$60,000 by NMPED. This will allow for the expansion into a third school district - Bernalillo Public Schools. Currently, the partnerships are being renewed and new MOU's will be signed by the Superintendent's offices. The program will run from November 2016 – June 2017.

- The Year II College & Career Readiness Program will be offered at Jemez Valley, Pojoaque Valley, & Bernalillo Public School Districts.
- Shurvina R. Lee was hired again to develop the Year II of the IAIA College & Career Readiness Curriculum.
- Develop and sign MOU's with the new first year school's/school districts.
- We are recruiting Parent Instructors and Experiential Educators to work with the IAIA College & Career Readiness Program. We are seeking to fill four part-time, contract-based, instructor positions to deliver the curriculum.

- Inquiries have been made to Michael Yellow Bird, Professor of Sociology and Director of Tribal and Indigenous Peoples Studies at North Dakota State University to deliver a workshop in "Minding the Indigenous Mind: Stories of Liberation, Brain waves, Mirror Neurons, and Healing." An inquiry is also being made with the Ruby Payne Aha Process organization regarding the "Understanding and Engaging Under-Resourced Students" workshop. Both Culture-Based workshops will be available to K-12 educators, and also to IAIA Faculty and staff. The workshops will take place in the Spring of 2017.

Target Area IV: Recruit Instructors & Volunteers

The Continuing Education Manager and the Director of Sponsored Programs have continued to coordinate bringing in volunteers to teach workshops and other course offerings. The Continuing Education Manager has posted volunteer opportunities with UNM Native American Studies Department and the American Indian Language Policy Research and Teacher Training Center.

- On September 26, 2016 the Land Grant Program delivered the workshop "*Project Management for Agricultural Programs in Pueblo Communities*" workshop on behalf of Continuing Education. This workshop was provided as in-kind to Continuing Education. Charlene Carr, Director of the Land Grant Program, along with Thelma Antonio, Planner for the Pueblo of Laguna, presented the workshop and lunch was also provided to participants.

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

Continuing Education coordinated with the National Indian Education Association (NIEA) to provide the 2016 Convention participants with an opportunity to earn CEU's. We are also working with a number of other organizations to begin discussions about partnering to offer CEU's for their conventions and workshops.

- Continuing Education is waiting for NIEA to forward the list of attendees who opted for the CEU offering so that e-Certificates can be generated.
- The Continuing Education Manager presented "Addressing College & Career Readiness in Pueblo Country" at the NIEA Convention on October 7, 2016 where a number of different organizations and individuals attended and learned about the opportunities that IAIA Continuing Education offers and the benefits of partnering.

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

Continuing Education continues to network with the local Tribal Communities in building and renewing partnerships. Through local conferences and collaborative meetings, IAIA Continuing Education continues to build the list serve of individuals for the Continuing Education email listing.

- IAIA Continuing Education Manager will also present at the upcoming NMPED Indian Education- Government to Government meeting regarding the benefits of the IAIA College & Career Readiness Program. The Government to Government meeting will be held on November 15-16th in Farmington, New Mexico.
 - Tuesday, November 15, 2016: Enrichment Opportunities (for Tribal Leadership Presentation)
 - Wednesday, November 16, 2016: Parent/Student Engagement Component.

Strategic Theme III: Build College Community

I. Grow and maximize resources for college programs

Sponsored Programs

Project: Identify potential external funding

The proposal to the USDA Rural Development Program was **funded** for \$143,000. The grant will fund the construction of the Multipurpose Performing Arts Center.

The proposal to the NM Public Education Department for the second year of the Career and College Readiness Program was **funded** for \$60,000. The program serves Native American middle school students and will continue in the first two school districts and expand into a third school district.

A Letter of Introduction was sent to Fred Kemp of the Kemp Foundation in St. Louis, MO. Tina Sparks, a first year student, has a relationship with the Kemp family, and suggested that their foundation might be willing to fund our Performing Arts program.

A draft proposal was submitted for review to New Mexico Arts for the MFA Writers Festival. As this is a new proposal, Rudolfo Serna from the MFA program and I submitted a draft for review and comment. The actual proposal is due 12/1/16.

Lara Evans and I had a mid-year call with Gaby Strong from the Margaret A. Cargill Foundation (MACF). MACF is very pleased with the work that Lara is doing with the grant. Montana and Idaho have been added to their upper Midwest region effective now. Visiting Artists can now be recruited from these states and students may also have internships in these states. MACF is also planning a site visit to IAIA for the end of Feb beginning of March 2017.

I participated in three Student Appeals Hearing for the Student Life Department.

The following reports were completed and submitted:

- Monthly Capital Project Monitoring System Reports for the three open Capital Appropriations from the State of New Mexico.

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

Sponsored Programs

The proposal to the EPA Tribal ecoAmbassador program was **funded**. We are still awaiting the award letter, but it was implied that the award was for \$50,000. 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.

The Chamiza Foundation **funded** the Land Grant program \$3,000 to work with Cochiti Pueblo in developing a gardening program that integrates teaching the Keres language to Head Start students.

Institute of American Indian Arts
Plan 2017
2016-2017 Annual Work Plan

Responsible Unit or Individual: Sponsored Programs

Date: October 17, 2016

<i>Institutional Priority</i>	<i>Project Description</i>	<i>Action Step(s)</i>	<i>Effectiveness Measure(s)</i>	<i>Budget Considerations</i>	<i>Communication Considerations</i>	<i>Deliverable(s)</i>	<i>Expected Completion Date</i>
III. Build College Community I. Grow and maximize resources for college programs	Use information about IAIA needs and interests to identify potential funding for these areas.	Meet with Cabinet members to determine departmental priorities. Match the priorities with the available funding sources.	Proposals that are written and submitted will appropriately fit with the funders guidelines per the reviews.	No additional budget considerations.	Meetings with potential Project Directors and Cabinet Members.	Proposals will meet the guidelines of the RFP.	9/30/2017
I. Improve Student Success B. Increase enrollment; improve retention and completion	Increase the number of students that enroll in Continuing Education courses and workshops.	Supervise the CE Manager.	The number of students that enroll in Continuing Education courses and workshops will increase from FY16.	No additional budget considerations.	Dissemination of CE course and Workshop information to the local Tribal Communities.	Increase the number of CE students.	9/30/2017

To: Dr. Robert Martin
From: Eric Davis
Date: November 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 100th 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 100th 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.

Institute of American Indian Arts

Plan 2017

2015-2016 Annual Work Plan

Responsible Unit or Individual: **Marketing Communications** Date: **February 2, 2015**

<i>Institutional Priority</i>	<i>Project Description</i>	<i>Action Step(s)</i>	<i>Effectiveness Measure(s)</i>	<i>Budget Considerations</i>	<i>Communication Consideration</i>	<i>Deliverable(s)</i>	<i>Expected Completion Date</i>
<i>List the number and name of institutional priority from Plan 2017 document. If this project doesn't fall under a specific priority, provide the number and name of the appropriate strategic theme.</i>	<i>In one or two sentences, clearly define the scope of your project or activity. More than one project can be proposed for each priority. If so, list each project and its information separately.</i>	<i>Provide a specific statement about what exactly you will be doing. There may be multiple action steps for each project.</i>	<i>What information will tell you whether this planning has been successful in reaching the desired outcomes? There may be one effectiveness measure for the project or one for each action step, depending on the project.</i>	<i>What resources are required to make the project a reality? To sustain it?</i>	<i>How will you keep others abreast of your progress? How will you promote two-way communication about the project? How will you let others know about your final recommendations and/or the changes?</i>	<i>At the end of the project, what items will you produce (e.g., a report, process, publication, etc.)?</i>	<i>What is a reasonable final deadline? Are there deadlines for each action step? Keep in mind: the academic calendar, lead time for notification of changes, etc.</i>
I.A. Increase involvement of all IAIA Stakeholders in Student Success	Whenever possible include student representation in both on and off campus event execution and marketing activities. Access student internships with sponsored events.	Student involvement with Spring Music Festival as organizers, crew, and other key roles.	Success of event. Student surveys.	Budget in place. Students will act as volunteers/interns in most cases.	This will happen on an ad hoc basis.	Event-reports and wrap-ups.	Sept. 30, 2017
I.B. Increase enrollment	Utilize paid advertising and social media to drive potential students to the redesigned IAIA Web site. Redesign recruitment (Dean Char) ad with new IAIA VIP.	Develop advertising plan and budget in conjunction with Admissions and Recruitment. Target traditional and on-line media outlets relevant to potential students.	Website analytics will note where inquiry originated. Increased inquiries for Recruitment from web. Student surveys.	Advertising budget in place throughout various departments. Need to consolidate to increase effectiveness.	Final advertisement designs to be shared with stakeholders through internal communications channels.	Cohesive advertising campaign that motivates potential students to investigate IAIA.	Sept. 30, 2017

Institute of American Indian Arts

Plan 2017

2015-2016 Annual Work Plan

Responsible Unit or Individual: **Marketing Communications** Date: **February 2, 2015**

<i>Institutional Priority</i>	<i>Project Description</i>	<i>Action Step(s)</i>	<i>Effectiveness Measure(s)</i>	<i>Budget Considerations</i>	<i>Communication Consideration</i>	<i>Deliverable(s)</i>	<i>Expected Completion Date</i>
I.E. Develop Student Leadership Skills	Include students in planning and execution of MarCom activities.	Encouraging student involvement with Spring Concert event and other activities driven by MarCom department. Delegating key roles to students.	Success of event and planning process.	Some money for the event is in my budget. Concert Club will raise additional dollars to off-set other costs.	All event notifications to be shared with IAIA community.	A successful music festival that may be repeated next year.	May 7, 2017, Concert Event
III.F. Implement an internal and external marketing and communications plan	Develop plan after reviewing previous plans and determining effectiveness. External plan will be in conjunction with Admissions and Museum. Internal plan will revolve around regular email communications, website announcements, and Facebook exposure.	Prioritize Media Outlets and other channels for sharing information with the public -- especially potential students.	Increased inquiries for Recruitment. Increased traffic on website. Increased number of Santa Fe area residents attending IAIA events. Increased out-of-area attendees at Museum. Increased sponsorship of community events by IAIA.	Budgets are in place in individual departments. Working with Department Managers in Admissions and Museum to leverage dollars most effectively.	Reports to the President and Cabinet.	Comprehensive plan that runs through end of fiscal 2017.	Plan to be completed by March 1, 2017. Execution will run through September 30, 2017.

Institute of American Indian Arts

Plan 2017

2015-2016 Annual Work Plan

Responsible Unit or Individual: **Marketing Communications** Date: **February 2, 2015**

<i>Institutional Priority</i>	<i>Project Description</i>	<i>Action Step(s)</i>	<i>Effectiveness Measure(s)</i>	<i>Budget Considerations</i>	<i>Communication Consideration</i>	<i>Deliverable(s)</i>	<i>Expected Completion Date</i>
III.G. Build a performing arts and fitness center	Demo video completed. Groundbreaking set and continued communication about progress and planned events will keep public and community in the loop.	Brainstorm event ideas. Develop and execute events. Involve neighborhood in possible future use of building.	Building completed by deadline.	Effectively utilize existing department budgets.	All event notifications to be shared with IAIA community through IAIA Website, all-hands e-mails and external press releases and newsletters.	Numerous additional events on-campus from all departments. Additional exposure of IAIA and the new building through sponsorship of community events.	Sept. 30, 2017
IV. F Strengthen the connection between the College, its Museum, and the larger Santa Fe Community	Consistent communication to public utilizing full name of museum: IAIA Museum of Contemporary Native Arts.	Set regular meeting with Museum Management to make sure all communications are consistent. Develop joint programs and integration of existing activities.	The use of the full museum name in any and all communications.	Minimal. Museum is revising signage. Joint events will be budgeted on an ad hoc basis. Joint Museum/School ad is being designed for use where appropriate.	Reports to the President and Cabinet.	Consistent presentation of Museum and School as one entity.	Sept. 30, 2017
V.A. Communicate IAIA's role as a 1994 Land Grant Institution	Develop hand-out to be utilized at all appropriate events. Develop Feature Stories for media. Press releases as appropriate.	Assure Land Grant information on Website is accurate. Contract designer. Develop piece with input from all concerned parties.	Increased awareness of IAIA as a 1994 Land Grant Institution.	Designer. Printing. Actual costs TBD.	Increased visibility for Land Grant activities on IAIA Website, Facebook, and other communication outlets.	Media exposure for stories highlighting our status.	Sept. 30, 2017

To: Dr. Robert Martin
From: Charlene Carr
Date: October 17, 2016
Subject: Quarterly Board Report

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

5.1 Communicate IAIA's role as a Land Grant institution

Project Narrative: The Director oversees the Land Grant Extension and Research programs. The Director provides educational and technical assistance through outreach programs focusing on 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 has completed the Community Advisory Committee structure document and recruited a total of thirteen participants were recruited from members of 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 meet in November 2016 to tour the IAIA setting standards for outcomes to identify and provide relevant tribal outreach, research and teaching programs. (Percentage Complete: 95%)

Strategic planning to build relationships between 1994s and 1862s with USDA NIFA cooperating. The Director participated in the second USDA-NIFA strategic planning session to develop opportunities for 1994 and 1862s to build relationships. The Director traveled to Jackson Hole, Wyoming (September 2016) for the meeting. The 1862's representatives were supportive of an increase in capacity funding for 1994's and in favor of developing communications with all state land grant institutions. Eventually, an all-state land grant plan will be developed at the state level to increase communications, pull resources together, and work together to serve all the tribal constituents in the state. (Percentage Complete: 85%)

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, access to USDA opportunities and other related areas of interest through the IAIA Land Grant Programs. Efforts will allow farmers and ranchers to gain the skills and knowledge necessary to achieve their agricultural endeavors.

New Mexico State University and IAIA cooperating was awarded a three year Beginning Farmer and Rancher grant program to provide educational and technical assistance to New Mexico's Ten Southern and Eight Northern Pueblo communities. NMSU agents and the Director started recruitment efforts and will also re-emit participants from the previous program as they still fall within the definition of a beginner who has ten years of experience or less managing a farm and/or ranch. All participants will develop relevant curriculum with an extension associate that meets their agricultural interest and needs. The Director and extension associates have met with eight of the eighteen Pueblo communities and recruited a total of 60 tribal members thus far. The first year will consist of educational workshops, conferences and trainings; the second year will consist of similar activities and include educational tours; the third year will consist of the previous activities and include on-farm demonstrations for participants who have completed at least 75% of the educational activities. The program will also provide participants one-on-one farm/ranch visits from extension associates and access to USDA opportunities. The program is provided in an effort to build their skills and knowledge to make decision making strategies for their farm and ranch operations to become thriving and contributing members in the American agricultural industry. (Percentage Complete: 15%)

The Director previously collected 7 soil samples from San Felipe Pueblo farmers in cooperation with the San Felipe Pueblo Natural Resource program coordinator. The Director will followed up with farmers and provided them with an interpretation of their soil results.

The Director is co-coordinating the November 2016 FALCON conference with USDA-NIFA and sister 1994 land grant institutions. A preconference tour will provide participants a tour of IAIA for twenty-five participants on November 4, 2016. The conference will consist of training for new and existing project directors, USDA updates, and project presentations in an effort to build their capacities for their Land Grant programs. The Director, SIPI and Navajo Tech project directors coordinated a student strand to provide college students with a career and graduate education readiness workshop in coordination with IAIA's Continuing Education program; students will receive CEU's for their participation. (Percentage Complete: 90%)

The Director hired Karen Hagel as the new part time Gardener to build production capacity and develop sustainable practices for the greenhouse and garden. The purpose of building capacity is to sell greens to Bon Appetite and develop the garden for educational demonstrations and research purposes. (Percentage Complete: 60%)

The Director was awarded the Chamiza Foundation Preservation of Culture grant in August 2016 to serve the Pueblo de Cochiti community members, specifically targeting tribal elders, youth and their families to preserve the Keres language through the agricultural education project. The project consisted of providing a raised bed garden on-farm demonstration project at the community site and providing a series of workshops and trainings. Four subject matter presentations are completed which

included language activities, construction of a raised beds, cool season planting, harvesting and winter care. The program will extend into spring 2017 for warm season planting, care and include language activities. (Percentage Complete: 35%)

The Director received notification of an intent to award EPA's Tribal EcoAmbassador grant to IAIA for \$50,000. The project is aimed to assist local Tribal communities with small scale backyard farms and gardens in an effort that they will gain knowledge in sustainable practices. Six IAIA college students will participate in a for-credit research internship course (developed with Dean Charlene Teters and the Curriculum Committee). Students will increase their scientific knowledge base participating in six research projects (Composting Basics for the Southwest, Greenhouse Management, Organic Certification, Using GIS/GPS in your Backyard Farm and Garden, Garden Irrigation and Water Conservation, Amending Soil Composition and Testing pH Levels, and Natural Pest Management). The application of the research projects will provide valuable sustainable knowledge to Tribal communities in an effort that they will be able to sustain themselves through backyard farming and gardening. The Director is awaiting the award letter from the EPA agency. (Percentage Complete: 5%)

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, research opportunities in agriculture and access to higher education.

The Director will complete the IAIA Student Research Program in November 2016 and will be submitting a USDA NIFA Research RFA for the 2017 fiscal year. The aim of the research program was to exposes IAIA tribal college students to agricultural research in an effort students will gain research design and methodology skills. A total of ten students successfully completed the research program from December 2014 through July 2016. Student projects included New Mexico landrace chile peppers, beginning farming experience, juniper and pinon study, chile pepper production study, chile peper pest control and an IAIA herbarium study. All students provided a research paper, poster and a PowerPoint presentation in completion of the program. Students gained research experience and presented their findings at various public forums which included field days at the IAIA campus, the Los Lunas and Alcalde NMSU field stations to their student peers, faculty, staff, tribal and non-tribal farmers and ranchers. Presently, students reached a total of 143 people during their public presentations. One more student will complete the 2016 fall program in November 2016; bringing the total to 11 students who successfully completed the program. (Percentage Complete: 95%)

The Director has developed a for-credit research internship course with Dean Charlene Teters and the Curriculum Committee which will be provided in the 2017 spring semester at IAIA (same program described in section 5.2). This program will be funded through EPA's Tribal EcoAmbassador grant. Six IAIA college students will participate to increase their scientific knowledge base in six research projects. The internship will

consist of a structured research design and methodology curriculum; student output will include competition of a research paper, poster and oral presentation. The students will inform Tribal communities through various public presentations. The Director is awaiting the award letter from the EPA agency. (Percentage Complete: 5%)

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 in cooperation with tribal communities will identify areas of need and provide tribal communities with technical and educational assistance to increase their health and wellbeing to be thriving community members.

The Director and Fitness Director coordinated the second annual Food Days at IAIA, scheduled October 24 through October 27, 2016. The event at IAIA is to promote healthy food awareness among IAIA staff, faculty and students through educational booths, presentations and demonstrations. Activities will focus how acquisition of food, preparation, culture, health, and sharing. Student Life will also provide a community lunch in celebration of the Food Days. Over the four days; students, staff and faculty will learn how to make healthy food choices, raise chickens, carve pumpkins and contribute food to those in need. (Percentage Complete: 90%)

The gardener Karen and Del Jimenez, NMSU agricultural specialist, are developing a sprinkler irrigation system in the greenhouse for effective irrigation for both warm and cool season production. Produce will be available for delivery on a weekly basis by January 2017 following a structured plan for planting and harvesting. A recovery of cost for irrigation, seed, potting soil, and basic greenhouse tools will be recovered towards the beginning of summer 2017 with consistent delivery of produce. A feasibility plan will be developed by the gardener, Director, and research students to assess direction of production, sustainability, and develop a long term business plan to utilize the greenhouse to its fullest potential (Percentage Complete: 65%)

The Director and Karen have revitalized the community gardeners program in an effort to promote connections to the land and involve staff, faculty, students and their families in that they will gain skills and knowledge to sustain themselves with health and fresh grown produce. The gardeners groups consist of ten individuals who volunteer in the garden and are assigned to the raised beds in the garden. Karen provides the gardeners with hands-on instruction to plant and care for the raised bed crops. (Percentage Complete: 40%)

The Director is awaiting approval notification of an MOU developed in collaboration with Santa Clara Pueblo and the Continuing Education Manager to promote an integrated diabetes and agricultural program. (Percentage Complete: 50%)

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 has developed strategic planning and program management educational programs. The Director also provides opportunities to access USDA programs and provides technical assistance with USDA application processes. The program targets agricultural producers and program coordinators who wish to start or improve their business knowledge in an effort to make decision making strategies for their farm/ranch operations and/or tribal agricultural programs.

The Director has completed the USDA-Rural Development grant program. The main goal of the project was to assist ten stakeholders to submit complete and competitive USDA VAPG, REAP, and RBEG grant applications. When recruiting eligible participants, initial observations from interviews identified several gaps and factors that contributed to the overall lack of participation in USDA VAPG, REAP, and RBEG grant applications. Two observed factors that limited participation in USDA programs (1) the stakeholders have varying capacity levels and (2) there is a disconnect between USDA and stakeholders. To serve and build capacities for non-eligible stakeholders, the Director focused on a pre-assessment survey and developed relevant educational programs to meet stakeholder's needs.

The Director collected 35 responses of the agricultural business assessment survey from 12 tribal communities (Jicarilla Apache, Navajo, Pueblos of Acoma, Cochiti, Isleta, Laguna, Nambe, Ohkay Owingeh, Pojoaque, San Ildefonso, Santo Domingo, and Taos). Assessments focused on three parts; first was to assess capacities. Stakeholders were asked what kind of assistance is needed to build their operations. The top three responses are as follows: 80% of stakeholder's identified funding is needed, followed by 20% needed access to water and land, and 17% need equipment (indirectly effected by funding capacity). The second part was to identify communication gaps, stakeholders were asked about their experience with USDA and how they could improve. The top three responses were 48% of individuals reported that they have never worked with USDA, 23% reported they did not have good experiences, and 20% reported they had good experiences with USDA programs. Lastly, the stakeholders were asked to identify educational and technical assistance needed; 60% reported grant writing and application assistance, 50% or more needed record keeping and a business plan, and 48% need strategic planning assistance. Based off the results, the Director provided the first Indigenous strategic planning workshop in September 2016 in cooperation with Joannie Romero, Continuing Education. Additionally, of the 35 individuals, two were ready to submit grant applications. The Director provided technical assistance to MoGro to develop a logic model for a USDA-FINI grant. The completed grant application was submitted and awarded to MoGro, March 2015. The second individual is an Acoma Pueblo tribal rancher who was provided

technical assistance and will be submitting his completed application October 31, 2016. (Percentage Complete: 100%)

While the USDA-RD grant is completed, the Director will continue providing educational and technical assistance to stakeholders in an effort that they will gain the skills and knowledge to successfully complete competitive USDA applications.

Other: *Annual Work Plan*

The Director developed the 2020 annual work plan as it relates to IAIA's strategic priorities, aligns with Land Grant strategic priorities and aligns with New Mexico stakeholders' needs. Please see the attached plan. (Percentage Complete: 100%)

Other: *Strengthening the Land Grant operations.*

The President provided staff salary support in the amount of \$11,750.00 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 2017 FY. (Percentage Complete: 100%) The Director will continue to seek external resources to build capacity for overall Land Grant programming and operations.

END REPORT

Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: Charlene Carr, Director of Land Grant Programs Date: October 17, 2016

<i>Institutional Priority: 5 Expand Capacity as a 1994 Land Grant Institution</i>	<i>Project Description</i>	<i>Action Step(s)</i>	<i>Effectiveness Measure(s)</i>	<i>Budget Considerations</i>	<i>Communication Considerations</i>	<i>Deliverable(s)</i>	<i>Expected Completion Date: Quarter 1 (Jan – March) – Q1 Quarter 2 (April – June) – Q2 Quarter 3 (July – Sept) – Q3 Quarter 4 (Oct – Dec) – Q4</i>
Communicate IAIA's role as a Land Grant institution.	<ol style="list-style-type: none"> 1. Establish Land Grant Advisory Committee. 2. Strengthen ties between LG program & IAIA in general. 3. Strengthen ties between all New Mexico land grant institutions. 	<ol style="list-style-type: none"> 1. Set schedule for the first year of meetings with the advisory committee. 2. Develop programs with equity, other departments, faculty and staff to couple LG initiatives with academics for students and tribal communities. 3. Coordinate state meetings with all LG institutions. Develop state action plan in the areas of outreach, research, and teaching. 	<ol style="list-style-type: none"> 1. LG Advisory Committee is established and meeting on a quarterly schedule. Input is gathered from advisory committee on programming and implantation. 2. Increase collaboration between LG office & IAIA academics. 3. Increase collaboration between all state LG institutions. Develop collaborative programs. 	<ol style="list-style-type: none"> 1. Estimate: \$1000 for meeting space. 2. Estimate: \$2500 for committee members' travel. 3. Estimate: \$1000 for Educational materials. 4. Estimate: \$1000 for travel. 	<ol style="list-style-type: none"> 1. Seek input from advisory committee members: from 10 Southern and 8 Northern Pueblos, Navajo, Apache, farmers, ranchers, local, state and federal professionals, NMSU-CES partners, IAIA staff, faculty and students. 2. Meetings with IAIA equity, departments, faculty and staff. 3. Meetings with NMSU, SIPI, Dine', and Navajo Tech. 	<ol style="list-style-type: none"> 1. Quarterly schedule is developed. 2. Collaboration on outreach/ research programs. 3. State action plan is developed between LG institutions. 	<ol style="list-style-type: none"> 1. 2016 Q4 through 2017 Q4 2. 2016 Q4 through 2017 Q1 3. 2016 Q4 through 2017 Q1

Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: Charlene Carr, Director of Land Grant Programs Date: October 17, 2016

Promote and support agriculture in New Mexico Native communities	<ol style="list-style-type: none"> 1. Coordinate with IAIA Facilities to develop energy efficiency improvement for greenhouse. 2. Provide educational and technical assistance to Pueblo beginning farmers and ranchers in cooperation with NMSU. 3. Establish greenhouse production and deliver to Bon Appetit. 4. Provide on-farm raised bed demos. 5. Seek funding for general LG extension associate. 6. Expand demonstration garden into agricultural research center to include soil testing lab. 	<ol style="list-style-type: none"> 1. Collaborate with facilities to complete energy efficiency improvements. 2. Co-coordinate with NMSU to deliver workshops, trainings, and conferences to Pueblo farmers and ranchers. 3. Develop part-time gardener into full time position. Develop irrigation system for greenhouse and garden, develop business plan, develop planting and harvesting schedule. 4. Implement demos for construction of beds w/in tribal communities. 5. Develop RFA proposals. 6. Develop a feasibility study for research center and soils lab. 	<ol style="list-style-type: none"> 1. Greenhouse is off IAIA grid. 2. Participants gain skills and knowledge for the farm/ranch operations. Measure participants' economic impacts. Input gathered from advisory committee on programming and implantation. 3. Consistent delivery of produce is established to Bon Appetit. 4. At least one bed with an educational workshop completed in the NM Pueblo communities. 5. Obtain funding. 6. Feasibility study is completed. 	<ol style="list-style-type: none"> 1. Estimate: \$60,000 to \$80,000 for solar heated floors; \$30,000 for solar panels. 2. USDA-NIFA grant: \$47,200/year for 3 year BFR program. 3. Estimate: \$37,000 for full-time gardener. Re-coop funds from sales to cover soil, seeds, and basic gardening tools. 4. Estimate: \$1700 for each 4X6 raised beds. 5. Estimate: \$37,000 for full time LG extension associate. 6. Estimate: \$50,000 needed for feasibility study. 	<ol style="list-style-type: none"> 1. Coordinate with Facilities. 2. Coordinate with NMSU and 10 Southern and 8 Northern Pueblos. Seek input from advisory committee. 3. Coordinate with gardener, Bon Appetit, and research students. 4. Coordinate with Ken Kuhne, raised bed contractor. 5. Coordinate with Sponsored Programs. 6. Coordinate with gardener. 	<ol style="list-style-type: none"> 1. Greenhouse is off IAIA grid. 2. All participants complete first year of the three year grant program. 3. Gardener position is full time. Irrigation systems are setup. Business plan is completed. Produce is harvested on a weekly basis and receives consistent sales. 4. Beds and educational workshops are completed in tribal communities. 5. Funding is obtained for full time extension associate. 6. Feasibility study is completed for research center and soils lab. 	<ol style="list-style-type: none"> 1. 2016 Q4 through 2017 Q4 2. 2016 Q4 through 2017 Q4 3. 2016 Q4 through 2017 Q2 4. 2016 Q4 through 2017 Q4 5. 2016 Q4 through 2017 Q4 6. 2016 Q4 through 2020
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Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: Charlene Carr, Director of Land Grant Programs Date: October 17, 2016

Provide programming to Native youth	<ol style="list-style-type: none"> 1. Intergrade research and Tribal EcoAmbassador program into academics. 2. Seek funding for a youth extension associate. 3. Expand youth program to include year round programs. 	<ol style="list-style-type: none"> 1. Develop programs into for-credit internship course. Develop curriculum for programs. 2. Develop a proposal. 3. Develop programs and implement. 	<ol style="list-style-type: none"> 1. Programs are intergraded in IAIA for-credit as an internship course. 2. Funding is obtained. 3. Input gathered from advisory committee on programming and implantation. 	<ol style="list-style-type: none"> 1. USDA and EPA grants awarded: \$100,000. Estimate: \$1000 for educational materials. 2. Estimate: \$37,000 for full time youth extension associate. 3. Estimate: \$100,000 needs to be allocated towards annual youth program. 	<ol style="list-style-type: none"> 1. Collaborate with gardener, IAIA faculty, NMSU, and Sponsored Programs. 2. Collaborate with Sponsored Programs. 3. Seek input from advisory committee. Coordinate with Sponsored Programs. 	<ol style="list-style-type: none"> 1. Programs offer students credit for internship course. 2. Funding is obtained. 3. Year round youth program is established. 	<ol style="list-style-type: none"> 1. 2016 Q4 through 2017 Q2 2. 2016 Q4 through 2020 3. 2016 Q4 through 2020
Improve and support the health and wellness of New Mexico Native communities	<ol style="list-style-type: none"> 1. Develop annual Food Day event at IAIA. 2. Develop an on-campus community gardeners group. 3. Develop health and wellness education programming. 4. Seek funding nutrition extension associate. 	<ol style="list-style-type: none"> 1. Coordinate planning meetings with Fitness Director and IAIA community members. Set date for event. 2. Recruit participants and schedule meetings. 3. Seek input from advisory committee. 4. Develop proposal. 	<ol style="list-style-type: none"> 1. Participants gain knowledge regarding food awareness. 2. Group is meeting on a regular basis and gaining knowledge. 3. Input gathered from advisory committee. 4. Obtain funding. 	<ol style="list-style-type: none"> 1. Estimate: \$1000 for educational materials. 2. Estimate: \$500 for group. 3. Estimate: \$100,000 needs to be allocated for the program. 4. Estimate: \$37,000 for full time nutrition associate. 	<ol style="list-style-type: none"> 1. Coordinate with Fitness Director and IAIA community members. 2. Coordinate with gardener and IAIA community members. 3. Seek input from advisory committee. 4. Coordinate with Sponsored Programs. 	<ol style="list-style-type: none"> 1. The 3rd Annual Food Day event will be scheduled and implemented. 2. Community garden group is established. 3. Year round nutrition program is established. 4. Funding is obtained. 	<ol style="list-style-type: none"> 1. 2017 Q1 through 2017 Q4 2. 2016 Q4 through 2017 Q1 3. 2016 Q4 through 2020 4. 2016 Q4 through 2020

Institute of American Indian Arts
Plan 2020
2016-2017 Annual Work Plan

Responsible Unit or Individual: Charlene Carr, Director of Land Grant Programs Date: October 17, 2016

Provide training and support for New Mexico Native and Tribally-owned small agricultural businesses	<ol style="list-style-type: none"> 1. Develop educational programming for NM tribal beginning farmers and ranchers focusing on small ag. business. 2. Seek funding for a small ag. business extension associate. 	<ol style="list-style-type: none"> 1. Provide business related workshops, trainings, and offer Continuing Education courses. 2. Develop a proposal. 	<ol style="list-style-type: none"> 1. Participants will gain skills and knowledge to make decision making strategies for their farm/ranch operations. 2. Obtain funding. 	<ol style="list-style-type: none"> 1. Estimate: \$100,000 needs to allocated for a small ag. business program. 2. Estimate: \$37,000 for full time extension associate. 	<ol style="list-style-type: none"> 1. Coordinate NM tribal farmers, ranchers, and advisory committee. 2. Coordinate with Sponsored Programs. 	<ol style="list-style-type: none"> 1. Participants completed workshops and gained CEUs. 2. Funding is obtained. 	<ol style="list-style-type: none"> 1. 2016 Q4 through 2017 Q4 2. 2016 Q4 through 2020
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Board Report

Oct. 19, 2016

ASG Report

The Fall semester of 2016 has been a learning and great experience. The ASG officers each experienced their own obstacles, and are ready to future events. The following is a breakdown on past events, upcoming events, projects, and goals.

❖ Past Events

➤ President: Welcome Back Dance

At the beginning of the semester we had a Welcome Back Dance for all students near the entrance of the Welcome Center. We had music provided by our DJ's (Ben Calabaza, and Kevin Wright). It felt to be a success, because it gave the chance for incoming students and returning students to interact with each other.

➤ President: Club Drive

Second week of September we had a Club Drive, which gave the opportunity for all students to promote their club, or start a new club. I took the chance to attract the IAIA community by adding a bouncy castle, and music provided by Kevin Wright. Also to include, ASG collaborated with ILS who served Indian Taco's to raise funds for the Standing Rock Camp.

➤ Standing Rock Trip

As an individual student, I organized to take a group of IAIA students to go to Standing Rock along with my colleague Amy Red-Horse. Instead of representing IAIA, we were students of IAIA. The students joined the rally's, interacted with the Standing Rock community, helped out when the chance arrived. The IAIA students also had a painting workshop, where students taught the youth, and assisted them on painting on canvas'. The IAIA students and myself had a great experience, and brought back a change within themselves, and paintings from the youth. In which were sold with a contributed donation at a recent event "Support Standing Rock." The money we receive, will personally go to the school at Standing Rock.

❖ Upcoming Events

➤ Secretary: Spookathon Event

Lastly, I am teaming up with Art club to put together my activity for October. We are having a Spookathon which is an event for the whole community to come out, check out the campus and live bands and make art with one another on large panels.

➤ Vice President: Volleyball team for AIHEC

I have also organized a volleyball team for the upcoming AIHEC competition which meets every week and plays at SFUAD.

➤ Vice President: Events for November

November is my activity month and I will be holding an election watch party at the rec center. The students will be welcome to come, eat, and watch the election coverage. Those who predict the closest to the electoral college count, and the popular vote will receive gift cards.

❖ Projects

- Secretary: Bus stop
Getting a bus stop for the school campus is also something I am doing. I am getting a committee started for it so we can brainstorm the best ways to go about it and really see what needs off campus students and families with children have for it especially in rainy or cold weather.
- Secretary: Snapchat filter for IAIA
Another thing that I have been working on is getting a snapchat filter for the institution. Many students have questioned why other schools have one and IAIA doesn't. Students have stated that getting this small thing will allow them to show more school pride give the school a larger social media presence.
- Vice President: Pendleton Blanket project
In addition, I am working with a select group of people on campus to create a unique Pendleton blanket for our school. The design will be created by either faculty or a selected artist.
- Athletics field in the process
I have begun the process of getting quotes for how much it would cost to build an athletics field and track on campus.
- President: IAIA landmark project
In my current initiatives, I am in the process of creating a committee for a IAIA landmark, where students, staff members, visitors can remember IAIA by. Also take a picture so that IAIA can become recognized for the famous landmark.
- President: Skate park project
During my time at IAIA, I noticed a lot of students who had the common hobby of skate boarding. The students don't have any place to skateboard other than the sidewalks on campus, and the basketball court where they practice on a detached rail. Which brings me to a process of finding a budget to creating a skate park out of the basketball court, since the new building will include a basketball court.
- Treasurer: RED DOT gallery
Another initiative I have lead is the renewal of the partnership with the RED DOT Gallery directed by the Santa Fe Community College. SFCC operates RED DOT Gallery on Canyon Road and has worked with IAIA previously and has been a great resource for our students to get their work out to the Santa Fe community campus.
- Treasurer: Recreation Center
A committee was formed to redesign to Student Recreation Center upon the relocation of the Fitness center on the completion of the new Fitness and Wellness

building in 2018. Our goal is to expand the Rec Center and possibly relocate the current ASG office located in the CLE to be included in the plans.

❖ Meetings and Goals

➤ Secretary: Spreading awareness

I have been working with S.A.F.E club to really push campus safety and sexual violence awareness at the school. Tied to that has also been the awareness of mental illness and putting together workshops to promote self-care.

➤ President, Vice-President: Open Forums

I have assisted in running the weekly ASG meeting and open forums, as well as completing my office hours. I also have been organizing a meeting with the department representatives. In this meeting which I have asked the reps to take responsibility of, they will hear concerns from the student body in an open forum session.

➤ President: New Housing Policy

It came to my attention at the beginning of the semester of an over-crowded dorm, the Resident Assistants brought up the issue in an ASG meeting in the need of a new policy for housing to avoid over-crowded dorms.

➤ Raise Work Study wage

To conclude, I have had a lot of students come to me about work study wages, and being a federal institute, I understand it will be a process, but a process worth looking into to help our students pay for their college. I have been going to other colleges in Santa Fe and looking into their wages, and how students are comfortable with the wages.

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

RESOLUTION # 2016-017 Gift Resolution

November 11, 2016

Whereas, the President of the Institute of American Indian Arts has reviewed and recommends the acceptance of the gift donations to the IAIA Trust from July 1, 2016 through September 30, 2016, which are listed below:

4th Quarter (July 1 – September 30, 2016)

Gifts of \$ 867,507	\$ 131,622	Scholarships & Endowments;
	\$ 18,211	General Donations & Gifts In Kind;
	\$ 717,675	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 Three Months Ending September 30, 2016

FISCAL YEAR 2016	IAIA				July - September
IAIA FUND	Fund #	Jul-16	Aug-16	Sep-16	Total
IAIA Board of Trustees Endwd Schlrsip	1388	\$ 1,360	\$ -	\$ -	\$ 1,360
Permanent Endowment	1390	310	-	-	310
Emergency Student Fund	3002	200	-	-	200
General Scholarships	3101	2,623	-	-	2,623
American Indian College Fund	3104	-	62,589	-	62,589
MFA Scholarship Fund	3155	13,890	-	-	13,890
Kim Denise Willetto Scholarship	3160	100	-	-	100
Lannan Fndtn Scholarship MFA Creative Writing	3161	-	50,000	-	50,000
Jeri Ah-be-hill Scholarship	3162	550	-	-	550
TOTAL SCHOLARSHIPS/AWARDS		\$ 19,033	\$ 112,589	\$ -	\$ 131,622
General Donations	5001	\$ 14,583	\$ -	\$ -	\$ 14,583
Museum Membership	5004	3,628	-	-	3,628
TOTAL - UNRESTRICTED		\$ 18,211	\$ -	\$ -	\$ 18,211
USDA Tribal Colleges Endowment Program	4013	\$ 23,227	\$ 12,184	\$ -	35,411
Center for Arts & Cultural Studies-Restricted	4100	331	-	-	331
Full Dome Development Interactive Training	4152	16,625	-	36,530	53,155
Museum Restricted	4200	1,077	-	-	1,077
Acting Out: 2015 Symposium & Performance	4250	5,500	-	-	5,500
Shedding Skinn Live Paint Event	4254	5,113	-	-	5,113
USDoE - Title III IAIA Development	4427	32,460	-	36,490	68,950
USDoE - Title III Institutional Aid	4536	12,801	-	82,685	95,486
NMHED - Academic Building Roof	4539	28,248	-	4,751	32,999
USDA Rural Development Agreement	4839	6,833	-	-	6,833
College and Career Readiness Program	4840	27,636	-	-	27,636
Cochiti Pueblo Agricultural Project	4841	-	3,000	-	3,000
USDA - Student Research Experience & Visiting	4922	778	1,132	-	1,910
USDA - IAIA Seed Library Yr 1	4925	28,637	-	-	28,637
USDA - Student AG. Research	4926	20,010	10,441	-	30,450
Celebrating 50 Years Capital Campaign	6152	50	-	-	50
Multi-Purpose Building Capital Campaign - Trust	6171	48,338	-	-	48,338
Cinematic Arts Department	4100/180	-	2,600	-	2,600
Balzer Contemporary Edge Gallery	4100/185	10,000	-	-	10,000
Eco Ambassador Program 2015-2016	4150/01	-	4,000	-	4,000
City of Santa Fe Arts Commission	4403/06	-	14,000	-	14,000
USDoE Title III - MFA Curriculum & Academic Support	4430/02	35,959	-	-	35,959
USDoE Title III - Institutional Advancement Alumni	4430/03	16,816	8,425	5,805	31,046
USDoE Title III - IAIA Outreach Program	4430/04	13,514	6,797	4,379	24,690
USDoE Title III - Academics Visiting Faculty Program	4430/05	12,545	8,257	8,506	29,309
USDoE Title III - Technology For Student Success	4430/06	13,266	6,353	4,422	24,040
USDOE Title III - Enviromental Health & Safety	4430/07	-	-	1,935	1,935
USDoE Title III - Archive Shelving	4430/10	54,835	-	-	54,835
USDA - Capacity Bldg in Outreach & Land Grant Yr 3	4921/02	229	652	-	881
USDA Edctonl Wrkshps & Summer Youth Camps Yr2	4924/02	27,068	12,436	-	39,504
TOTAL - RESTRICTED		\$ 441,896	\$ 90,277	\$ 185,502	\$ 717,675
GRAND TOTAL		\$ 479,140	\$ 202,866	\$ 185,502	\$ 867,507

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

RESOLUTION # 2017 - 001

November 10, 2016

Whereas, the Finance and Administration Committee of IAIA have reviewed and recommended the attached tuition and fee schedule, to set tuition fees through the 18-19 academic year; and

Whereas, the President of IAIA concurs with the recommendation of the Finance and Administration Committee and recommends adoption of the attached tuition and fee schedule;

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 adopts the attached tuition and fee schedule.

Offered by: _____

Seconded by: _____

Vote: Aye _____ Nay _____

Attachments: Yes **X** No _____

Deborah Goodman, Secretary

Tuition and fees schedule, per FASC committee recommendations: requires subsequent board resolution

Description of Charge	2013-14 AY	2014-15 AY	2015-16 AY	2016-17 AY	2017-18 AY	2018-19 AY	FASC actions and notes	Notes about applicability of charges
Tuition	1,680	1,800	2,110	2,230	2,350	2,350	This is to be increased by \$10 per cr/hr each yr., through 18-19	Tuition based on full class load - one semester
19 Meal Plan	1,855	1,988	2,330	2,462	2,595	2,730	This is to be increased by the same % as tuition, through 18-19	Room and Board costs - based on student selection
14 Meal Plan	1,367	1,465	1,717	1,815	1,913	2,012	This is to be increased by the same % as tuition, through 18-19	Room and Board costs - based on student selection
Room	1,548	1,641	1,740	1,844	1,955	2,072	This is to increase by 6% each yr, through 18-19	Room and Board costs - based on student selection
Single Room	2,298	2,391	2,490	2,594	2,705	2,822	Always \$750 more than standard double	Room and Board costs - based on student selection
Family Housing	3,734	3,842	3,957	4,076	4,198	4,324	3% increase each year, approved by FASC, through FY18-19	Room and Board costs - based on student selection
Family Housing Fee	250	250	250	250	250	250	No scheduled increase stipulated-need to revisit after 18-19	Non Refundable; used for background check
Housing Deposit	100	100	100	100	100	100	No scheduled increase stipulated-need to revisit after 18-19	Refundable once student leaves
Activity Fee	25	25	30	35	40	45	Per Semester - \$5 increase per yr.-need to revisit after 18-19	Funds the Fitness Center ; paid by all students every semester
Application Fee	25	25	25	25	25	25	No scheduled increase stipulated-need to revisit after 18-19	Non-refundable
Technology Fee	25	25	30	35	40	45	Per Semester - \$5 increase per yr.-need to revisit after 18-19	Paid by all students every semester
ASG Fee	50	50	50	50	50	50	Per Semester - No scheduled increase stipulated-need to revisit after 18-19	Paid every semester for degree seeking students
Duplicate Diploma Fee	30	30	40	40	40	40	Held flat-need to revisit after 18-19	Paid upon student request for new diploma
Graduation Fee	45	45	60	60	60	60	Held flat-need to revisit after 18-19	Paid one time for graduation
Key Deposit and Mailbox Fee	20	20	20	20	20	20	No scheduled increase stipulated-need to revisit after 18-19	Paid by all on-campus students; \$10.00 replacement fee
Returned Check Fee	25	25	30	30	35	35	Flat \$5 increase approved-need to revisit after 18-19	Paid by student when check is bounced
Student ID replacement	20	20	20	20	20	20	No scheduled increase stipulated-need to revisit after 18-19	Paid by student when lost
Studio Fee	40	40	45	50	55	60	Per Course- \$5 increase per yr.-need to revisit after 18-19	Charged per Studio course; per semester
Transcript Fee	2	5	5	5	5	5	No scheduled increase stipulated-need to revisit after 18-19	Paid by students when needed
Classroom/Library Deposit	50	50	75	75	75	75	Held flat-need to revisit after 18-19	Paid by all students; one-time and is refundable