Institute of American Indian and Alaska Native Culture and Arts Development

BOARD OF TRUSTEES MEETING

November 6th – 7th, 2017

IAIA
INSTITUTE of
AMERICAN INDIAN ARTS

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

BOARD OF TRUSTEES MEETING

NOVEMBER 2017

Travel Day: Sunday, November 5, 2017

Monday, November 6, 2017
9:00 AM – 3:00 PM

LKN Welcome Center Board Room

COMMITTEE MEETINGS

Finance Committee	**9:00 AM – 10:30 AM**
JoAnn Balzer, Chair	
Location: LKN Welcome Center Board Room	

- I. Budget to Actuals – year to date
- II. Gift Acceptance Resolution
- III. Human Resources
- IV. Facilities
  - Resolution (Flagpole & Plaque Dedicated to James Mason, Facilities Director)
- V. Book Store Update

Institutional Advancement Committee	**10:45 AM – 12:00 PM**
Brenda Kingery, Chair	
Location: LKN Welcome Center Board Room	

- I. FY 2017 Accomplishments
- II. FY 2018 Priorities
- III. Marketing and Communications Update
- IV. IAIA Alumni
- V. IAIA Foundation
- VI. Naming Policy Review
- VII. Revised Gift Acceptance Policy
  - Gift Acceptance Resolution #2017 - 018

Lunch, CLE Commons with Faculty	**12:00 PM - 1:00 PM**

Monday, November 6, 2017
9:00 AM – 4:30 PM

LKN Welcome Center Board Room

COMMITTEE MEETINGS

Museum Committee	**1:00 PM – 2:00 PM**
Beverly Morris, Chair	
Location: LKN Welcome Center Board Room	

I.   Museum
II. Museum Shop

Academic Affairs Committee	**2:00 PM – 3:00 PM**
Dr. Deborah Goodman, Chair	
Location: LKN Welcome Center Board Room	

I.   Academic Division
II.   Enrollment Management
III. Student Life Division

IAIA Open House	**2:00 PM – 6:00 PM**

Performing Arts & Fitness Center Building Dedication	**3:30 PM – 4:30 PM**

Board Dinner	**6:30 PM – 9:00 PM**
The Shed	
113 E Palace Ave, Santa Fe, NM Phone: 505-982-9030	

Tuesday, November 7, 2017

General Session
IAIA Board of Trustees Meeting
LKN Welcome Center Board Room
9:00 AM – 12:00 PM

I.   Call to order – Loren Kieve, Chair

II.   Invocation

III.   Determination of a Quorum

IV.   Approval of the agenda

V.   Approval of minutes

VI.   President's Report

VII.   ASG President's Report

VIII.   Finance Committee – JoAnn Balzer, Chair

IX.   Institutional Advancement Committee – Brenda Kingery, Chair

X.   Museum Committee – Beverly Morris, Chair

XI.   Audit Committee – Bidtah Becker, Chair

XII.   Academic Affairs – Dr. Deborah Goodman, Chair

XIII.   New Board Business

XIV.   Executive Session (if necessary)

XV.   Adjourn

Joint Luncheon Meeting with IAIA Foundation Board of Directors   **12:00 Noon**
    Location: Hogan

IAIA Foundation Strategic Planning Retreat   **1:00 AM – 3:00 PM**
If schedules permit, the Foundation Board has invited interested Trustees to participate in the afternoon retreat session.
Location: Hogan

Travel Day: Tuesday, November 7 or Wednesday, November 8, 2017

2017 Board of Trustees Retreat and Meeting
Lloyd Kiva New Welcome Center Boardroom
Thursday, August 17, 2017
9:00 a.m. – 2:00 p.m.
Meeting Minutes

Present:	Loren Kieve, Chair	Dr. Robert Martin
	Bidtah Becker	Princess Johnson
	Andrea Sanders	JoAnn Balzer
	Charles Galbraith	Ann Marie Downes
	Dr. Deborah Goodman	Beverly Morris
	Barbara Ells	Matthew Snipp
	Tiffany Adams	Lawrence Roberts
	Melanie M. Lopez	
Staff Present:	Dr. Bill Sayre	Jon Davis
	Charlene Carr	Lara Evans
Not Present:	Brenda Kingery	
Call to Order:	Loren Kieve, Chair, called the meeting to order at 9:04 a.m. MST	

Faculty Presentations:

<u>Dr. Lara Evans (Presentation) - Artist in Residence Program</u>

Presentation Attached

Lara Evans announced that Sheila Rocha is the new Performing Arts Department Chair. She has been with IAIA for the past year as a visiting faculty member. Ms. Rocha holds a PhD in Performance Studies and she comes to IAIA with experience and a wonderful way of interacting with students. She is also a performer, writer and director. Mrs. Rocha will be hiring a second faculty position staff from the pool of applicants who applied for the Performing Arts Department Chair to begin building the Performing Arts Major Program.

<u>Jon Davis – Director of the MFA Program</u>

A brief history of the MFA Creative Writing Program is as follows:

- Accredited in February 2013
- Started with 30 students in July 2013 with first residency
- To date, more than 60 students have graduated with their MFA.

Residency: Residency students come to IAIA campus for eight days to participate in the MFA Program. Morning sessions consist of workshops taught in four genres: poetry, fiction writing, screen writing, and creative non-fiction. Afternoon sessions consist of additional workshops and afternoon readings. Midweek, the students decide who they will be working with during the 16-week semester. At the end of two years the students will have a completed a portfolio of work that they have developed over their time in the MFA Program.

Challenges:	Funding for students is a major challenge. Tuition for the program is $12,000/year plus additional costs ($400 for food), which is too costly for some of our students even though it is one of the most affordable MFA Programs in the country. There are typically 60 students enrolled in the program. The program is funded at $720,000 per year. Each year $175,000 - $200,000 is raised in scholarships; however, we need another $100,000 - $200,000 annually so that students are fully funded and do not need to drop out because they cannot afford to remain in the program. A portion of what is raised during the Annual Auction/Dinner (15%) goes towards scholarships for the MFA program.
	Staffing is another challenge. Currently the program is being solely run by Jon Davis and an assistant (25 Hours per week). It could use additional staffing to assist with all the demands of the program. For instance, advertising, outreach, advising, admissions, recruiting, and a significant amount of administrative work, are all accomplished and supported by only Jon Davis and the part-time assistant.
Successes:	Many of the students graduating have opportunities already lined up. For instance, two of the students are editing for a major on-line magazine and another student (2-year student) is editing non-fiction for a magazine. A number of the alums are now teaching in the MFA program at IAIA. A great success story is Tommy Orange who wrote a book titled, "There, There" which was bought by Knopf publishers for $800,000.

<u>Board Roles and Responsibilities – Dr. Martha Romero</u> - Presentation Attached

Presentation and training given by Dr. Martha Romero who is a former Community College President. Dr. Romero has also facilitated many board trainings and training for Presidents of Institutions.

<u>Board Self-Assessment Summary Discussion – Dr. Martha Romero</u>

Dr. Romero's response to the Board Self-Assessment summary: She stated that the results and responses that were provided by the IAIA Board of Trustees were those that other institutions would be pleased to receive. Most responses were largely positive and affirmative of the work that is done by the Board of Trustees. She recommends that we investigate the areas where neutral comments were given because those responses offer information as well.

Areas for improvement:

- Board members request to have training relative to their fudiciary responsibility.
- Board members requested method for acquiring survey results to insure anonymity. Survey Monkey will be used from this point forward.
- Board requested to better informed by increasing the length of meetings. Also, the Board will determine if committees should meet more often.
- Board members requested having more discussion about the Strategic Plan for IAIA.

Board of Trustees Meeting

Lloyd Kiva New Welcome Center Boardroom
Thursday, August 17, 2017

General Session

2:00 p.m. – 3:00 p.m.

Meeting Minutes

Present:	Loren Kieve, Chair	Dr. Robert Martin
	Bidtah Becker	Princess Johnson
	Andrea Sanders	JoAnn Balzer
	Charles Galbraith	Ann Marie Downes
	Dr. Deborah Goodman	Beverly Morris
	Barbara Ells	Matthew Snipp
	Tiffany Adams	Lawrence Roberts
	Melanie M. Lopez	
Staff Present:	Dr. Bill Sayre	Jon Davis
	Charlene Carr	Lara Evans
	Judith Pepper	Patsy Phillips
	Eric Davis	Charlene Teters
	Laurie Logan Brayshaw	Blue Tarpalechee
	Carmen Henan	Nena Martinez-Anaya
Not Present:	Brenda Kingery	

Phillip Strickland, Manager of Institutional Trust, First Citizens Bank
Gene Lewis, Manager of Fiduciary Services, First Citizens Bank
Phil Neuhart, Institutional Portfolio Strategist, First Citizens Bank

I.   **Call to Order:**   Loren Kieve, Chair, called to order at 2:10 p.m. MST
II. **Invocation:**   Andrea Sanders
III. **Determination of a Quorum:** A quorum was present.
IV. **Cabinet Reports:**

Because of time restraints, Loren Kieve suggested that since Board of Trustees has already reviewed Cabinet Reports that only questions and concerns regarding the reports would be addressed.

Larry Mirabal, Chief Financial Officer, gave a summary of his report regarding Fiscal Policy and the budget.

- Expenditures are 3% Under Budget
- Revenues are going well because appropriation was larger than anticipated, there was an increase in enrollment demand for room and board and auxiliary income.
- The Museum bookstore and Campus bookstore remain strong and continue to do well as sources of revenue.

Judith Pepper, Director of Institutional Advancement, reported that the 2017 Auction/Dinner Scholarship Fundraiser raised between $140,000 - $155,000 for scholarships. The Institutional Advancement Department will report actual numbers once they have all the information.

First Citizens Bank – IAIA Investment Presentation

Their Presentation is attached

Investment report was presented by investor brokers from First Citizens Bank.

Investment performance has been strong, both for the endowment, as well as the temporarily restricted accounts. This is not altogether surprising, since the market has been strong overall, through the quarter presented. Additionally, First Citizens has not held the endowment accounts for a very long time, so drawing any kind of definitive conclusion about their overall performance is difficult at this point. In subsequent quarters, IAIA will have a better idea of how well the FCB long-term strategy is performing.

V.   **Approval of Minutes:**

Motion 3. 8-17-17. Approval of Minutes: Bidtah Becker made the motion.

Second: Andrea Sanders

Outcome: Passed by unanimous vocal approval.

VI.   **New Business**

Loren Kieve, Chair, reported that James Mason, Director of Facilities, has resigned his position. He would like to see a new flag pole installed on IAIA Campus and dedicated to James Mason as well as present him with a plaque to show our appreciation for his hard work and dedication to IAIA.

Motion 1. 8-17-17. FY 18 Budget Resolution, Resolution FY17-016: JoAnn Balzer made the motion.

IAIA Anticipates our Federal Appropriation in FY18 to be $9,835,000; and

IAIA Anticipates other revenues, such as tuition and fees, room and board, auxiliary revenue and fundraising, of $4,110,358; and

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 2018 Operations Budget in the amount of $13,945, 358 in total revenue and expenditures.

Second: Dr. Deborah Goodman

Outcome: Passed by unanimous approval.

Motion 1. 8-17-17. Gift Acceptance, Resolution FY17-017: JoAnn Balzer made the motion.

President of the Institute of American Indian Arts has reviewed and recommends the acceptance of the gift donations to the IAIA Trust from April 1, 2017 through June 30, 2017, which are listed below:

3rd Quarter (April 1 – June 30, 2017)

Gifts of $2,074,300

$5,839   Scholarships & Endowments

$47,372   General Donations & Gifts In Kind

$2,021,08 Grant Proceeds & Temporarily Restricted Gifts

Second: Barbara Ells

Outcome: Passed by unanimous approval.

VII.   **Executive Session:** Not necessary
VIII.   **Adjourn Meeting:**
        Motion 4. 8-17-17. Adjourn Meeting: Andrea Sanders made the motion to Adjourn August 2017 Board of Trustees Meeting.

Second: JoAnn Balzer

Outcome: Passed by unanimous vocal approval.

To: Dr. Robert Martin
From: Nena Martinez Anaya
Date: October 16, 2017
Subj: Quarterly Board Report

Strategic Theme 1: Improve Student Success

1.2 Increase enrollment; improve retention and completion

The chart below includes enrollment goals and actual full-time enrollment for Plan 2020. IAIA has been on an upward continuum of growth and increased enrollment by 12% from Fall 2016 to Fall 2017.

Fall	FTE Goal	FTE Actual
2016	500	474
2017	550	517
2018	600	
2019	650	
2020	700	

Additionally: Admissions & Recruitment Report: Spring 2018, as of October 13, 2017.

Application Type	Total Applications	Incomplete Applications	Accepted
New Freshmen	40	25	15
Transfer	14	11	3
Graduate	3	0	3
International	0	0	0
Re-admit	5	3	2
Certificate	4	3	1
Non-Degree	1	0	1
Total	66	43	23

Recruitment Report

- Fall Recruitment out of state location- AZ, OK, WY, FL, WA, CA
- Participated in NM College Days Tour and NM high school visits

July

- July 27 – Tesuque Pueblo Annual Health and Safety Fair (Tesuque Pueblo, NM)
- July 28 – 2017 Sports and Wellness Camp and Family Fun Day (Shiprock, NM)

August

- August 19-20 – Santa Fe Indian Market (Santa Fe, NM)

September

- September 5 – Grants High School College Fair (Grants, NM)
- September 5 - Gallup High School College Fair (Gallup, NM)
- September 5 – Miyamura High School College Fair (Gallup, NM)
- September 6 – Shiprock High School College Fair (Shiprock, NM)
- September 6 – San Juan College Fair (Farmington, NM)
- September 6 – Navajo Prep College Fair (Farmington, NM)
- September 7 – Dulce High School College Fair (Dulce, NM)
- September 7 – Los Alamos High School College Fair (Los Alamos, NM)
- September 7-9 – Navajo Nation Fair (Window Rock, AZ)
- September 8 – Pojoaque High School College Fair (Pojoaque, NM)
- September 8 – St. Michaels High School College Fair (Santa Fe, NM)
- September 8 – Santa Fe High School College Fair (Santa Fe, NM)
- September 13 – 2017 Pathways to College and Career Day – NM State Fair (Albuquerque, NM)
- September 16 – Santa Fe American Indian Community Day (Santa Fe, NM)
- September 17 – AHA Festival (Santa Fe, NM)
- September 18 – Rio Rancho High School College Fair (Rio Rancho, NM)
- September 18 – S. Cleveland High School College Fair (Rio Rancho, NM)
- September 18 – Bernalillo High School College Fair (Bernalillo, NM)
- September 19 – School of Dreams College Fair (Los Lunas, NM)
- September 19 – Belen High School College Fair (Belen, NM)
- September 19 – Los Lunas High School College Fair (Los Lunas, NM)
- September 20 – Eldorado High School College Fair (Albuquerque, NM)
- September 20 – Sandia High School College Fair (Albuquerque, NM)
- September 20 – Atrisco High School College Fair (Albuquerque, NM)
- September 20 – Navajo Technical Institute Career and Continuing Education Fair (Crownpoint, NM)
- September 21 – Cibola High School College Fair (Albuquerque, NM)
- September 21 – Volcano Vista High School College Fair (Albuquerque, NM)
- September 21 - Valley High School College Fair (Albuquerque, NM)
- September 21 – Capital High School National Gear Up Week Lunch with Recruiters (Santa Fe, NM)
- September 22 – Manzano High School College Fair (Albuquerque, NM)
- September 22 – Del Norte High School College Fair (Albuquerque, NM)
- September 23 – Central New Mexico Community College – Main Campus (Albuquerque, NM)

October

- October 3 – Santa Fe Indian School College Fair (Santa Fe, NM)
- October 4 – West Mesa High School College Fair (Albuquerque, NM)
- October 4 – Santa Fe Community College – College Night (Santa Fe, NM)
- October 5-7 – National Indian Education Annual Convention and Tradeshow (Orlando, FL)

Campus Tour Report
Individual Tours: 12 total people
Group Tours: 58 total people

- July 27 - CYFD youth- prospective students (26 people)
- September 29 - San Juan College (8 people)
- October 5 - Riverside Indian School (24 people)

Additionally:

- Rosalina Albino was hired as our Admissions Specialist and started: August 28.
- M. Talia White was selected as our new Admissions Counselor and started: October 16.

Offsite Action Team

San Juan College, Farmington, NM

IAIA will host a 300 level IAIA film course at San Juan College for the Spring 2018 semester. We are discussing the pilot course and will set up registration dates to enroll and prepare a financial aid consortium agreement for interested students. 80%

University of New Mexico-Taos

The Chief Enrollment/Retention Officer is working on an articulation agreement with UNM-Taos to transfer in their students from an associate/certificate program into our Studio Arts BFA program. We plan to have this agreement finalized in December 2017 to allow a smooth transition of students for Spring 2018. 70%

Santa Fe Community College

The Chief Enrollment/Retention Officer is working on updating the current articulations in place as courses from both colleges have changed. 50%

Online Programs Action Team

This team will meet this month to continue to discuss strategies to increase online enrollment.   We implemented a tuition reduction policy for online-only students this Fall 2017 semester and 24 of the 26 students enrolled received a 25% tuition reduction. 50%

Term	Headcount	Fall Term	Headcount
13SP	9	13FA	16
14SP	21	14FA	24
15SP	10	15FA	14
16SP	14	16FA	19
17SP	20	17FA	26

Retention Project One: The Learning Lab: *Tracking student use of Learning Lab and their course success and persistence toward graduation.*
Fall 2017 – mid-term
- o One-on-one tutoring sessions: 276
- o Friday Lab sections = 4 (2 English and 2 Math)
- o Tech Tutoring: 4
- o Workshops – 16 done; 34 by end of semester
  - o 4 Scholarship Essay workshops
  - o 16: time management and various writing workshops
  - o 2 workshops delivered in classes when an instructor was absent
- o Direct outreach:
  - o 19 classrooms visited during first week of class fall 2017
  - o 2 Study Nights held for midterm week, 2 will be held for finals week; food provided by ASG and space/tutoring provided by SSC.

Fall 2017 mid-term:

Early Alerts

- o 101 Early Alerts as of October 6, 2017
- o 81 contacted thus far (some were contacted multiple times)
- o 10 students attended 1 or more Achievement Coaching session
- o Annual outcomes: will be assessed during fall 2017 (will include which students persisted, etc.)

Academic Warning and Probation

- o For Fall, 21 students on warning, 9 on probation.
- o The Retention Specialist reached out to returning students on warning or probation.

Retention Project Five: *Improve Disability Support Program and ADA Accessibility on campus.*

Improvements have been undertaken:

- o Disability Support Services web page is under revision.
- o Wheelchair accessibility stickers are being placed in classrooms and meeting spaces around campus, as well as in the café.
- o ADA Training Schedule: the first session was held during in-service week regarding accommodations in the classroom, an introduction of deaf and hard of hearing topics, a pre-post quiz covering the topics of the session, and refreshers on creating accessible documents. The next training is scheduled for October 26, a lunch and learn for faculty and staff.
- o New accessible parking spaces created by Facilities for student housing.

Additionally: Financial Aid

The Fall 2017 Scholarship Dinner was held on September 14, 2017 and IAIA awarded 648 scholarships with 311 students receiving for a total of $636.528.70.

Cohort Default Rate:

The 2014/3-year official report, IAIA is 24.3%, which is a decrease of 2.9%. The last report for 2013/ 3-year official was 27.2%.

1.4 Track Student Success After College: Expand career/job and internship opportunities for IAIA students.

Through the Great Lakes Project Success, the Advising Director secured five positions for Fall 2017 semester:

Internship Site	Major
Patricia Michaels	Studio Arts
Balzer Gallery	Museum Studies
IAIA Library	Studio Arts
Flowering Tree Permaculture Institute	Indigenous Liberal Studies
IAIA Indigenous Liberal Studies	Indigenous Liberal Studies

Project Two: Improve Career Readiness. The Advising Director continues to plan and strategize effective, relevant and current content for career readiness. Six Lunch & Learn workshops are planned through November with guests providing informative through interactive sessions, creating competitive resumes and cover letters, job searches in today's labor market and how-to apply for USA.gov jobs. 60%

Additionally: Career and Advising Services: The Advising Director created a feedback survey seeking evaluation of the advising process during in-service week. Of the thirty-six faculty and staff advisors, only 25% (9) responded. A significant outcome of the feedback survey identified the need for more training in Empower, Placement Standards and Degree Plans. 66.67% would attend an advising training workshop if offered mid-semester. Changes for the advising training have been implemented and a workshop is scheduled before 2018 Spring pre-registration.

Graduate School Day is planned for November 3, 2017 and the Advising Director solicited input from students as to what graduate schools they want to see attend the 11th Annual Graduate School Day. Twenty-six graduate programs and graduate school funding organizations have been invited.

Financial Aid Work-Study Program. Fall 2017, 83 students were hired for work-study positions throughout campus which is about a 22% increase from the usual 60 on campus jobs.

1.5 Develop student leadership skills

Project One: Mentorship Program "The Four Directions Project" for the Fall 2017 semester phas 6 mentors and 6 mentees. The participation goals were not met, unfortunately, despite many outreach efforts to students, staff, and faculty. The Retention Specialist did presentations to Staff Council, Faculty Council, and ASG, and provisionally admitted students were highly encouraged to participate. 60%

Description	Dates
Deadline for registration	9.8.2017
Mentor Training	9.8.2017
Mentee Gathering	9.15.2017
Mentor/mentee initial gathering	9.19.2017
Monthly program lunch gatherings	Oct 17, Nov 7, Nov 28,
Complete meeting evaluations	*Ongoing during the semester*
Complete program agreements	*Initial Gathering 9.19.2017*
Complete program evaluations	*Complete by 12.1.2017*
Project ends	12.1.2017

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/Retention Officer

9/29/17- New Mexico Governors Higher Education Summit

Steve Oizumi, Financial Aid/Scholarship Advisor

6/7/17 - Grad Ready-Financial Literacy program

6/14-6/15/2017 - Empower Training

8/1/17 - Dependent or Independent Status: Clarifying the Confusion

8/8/17 - It's Not All in the Delivery: Perfecting Your Presentations

9/13/17 & 9/19/17 Financial Literacy Class (Instruction)

Leah Boss, Student Accounts Coordinator

8/2/17 - Project Success Emergency Aid Program Portal Training (Great Lakes)

8/2/17 – Achieving the Dream Introductory Session

8/24/17 - Achieving the Dream Engagement Session

9/18/17 – IAIA Tour: American Indian College Fund – Academic Coach (WINGS)

9/18/17 - Financial Literacy Presentation to IAIA Class (instructor out)

9/19/17 - Reaping Results with a 12-Month Default Prevention Action Plan (Great Lakes)

9/21/17 - Financial Literacy Presentation to IAIA Class (instructor out)

9/28/17 - How to Create Financial Wellness and Default Management Programs without Spending a Dime (Great Lakes)

Lara Barela, Financial Aid Director

10/18/2017- attend NMASFAA Fall 2017 Conference

Rosalina Albino, Admissions Specialist

9/9/2017- FERPA Webinar

Jonathan Breaker, Assistant Admissions Director

10/5-7/2017 -National Indian Education Conference

<u>Mary Silentwalker, Admissions Director</u>

10/4/2017 -Empower Training Web Applications Modules

9/21/2017- Empower Training Inquiry Card Entry

<u>Jeminie Shell, Retention Director</u>

10/12/2017 -Teambuilding Seminar. "Leadership, Teambuilding, and Coaching"; Santa Fe, NM.

517Enrollment		Enrollment		Demographics		Ethnicity	
FTE	517	Graduate (fulltime- new)	16	On Campus Housing	192 (2+)	American Indian/Alaska	443
Head-Count	657	Graduate-total (part-time)	504	Residence Hall	148	African American	2
Credits Registered	6019	Degree Seeking	377	Family Housing	44	Asian	7
Full-Time Students	345	Non-Degree Seeking (non-DC)	23	Total Males	294	Caucasian	60
Part-Time Students	312	On-Line Classes (all)	17	Total Females	363	Hispanic	86
New Freshmen	80	Students enrolled on-line (all)	84	Tribes Represented	100	Unknown	42
Transfers	46	On-line only undergraduate	26	States Foreign Countries	35 5	Native Hawaiian/ Pacific Islander	1
Re-Admitted	12	Dual Credit-HC Dual Credit FTE DC-Matriculated	257 74 9	Disability 1st Generation Veterans	32 327 13	Two/more races	13
Continuing	223	IAIA Employees Employee FTE	11 2	Average Age Median Age	24 19	Non-Resident Alien	3

	FA07	FA08	FA09	FA10	FA11	FA12	FA13	FA14	FA15	FA16	FA17
FTE	219	245	329	325	342	325	344	393	422	454	517
HC	221	253	357	328	402	414	446	531	524	541	657

Enrollment
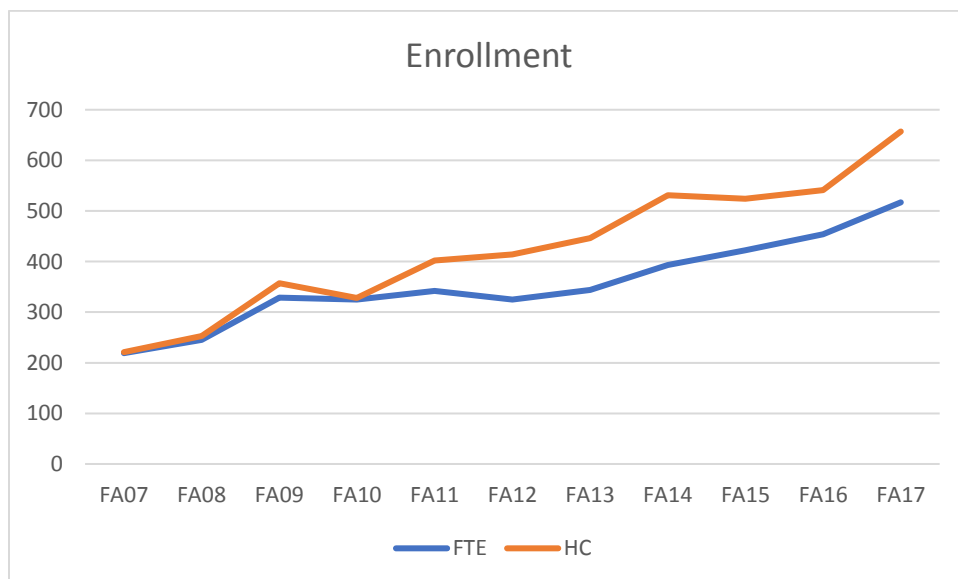
FTE by Class/Head-Count/Credits	FTE	Head-Count	Enrolled Credit hours	
Freshman	148	127	1783	
Sophomores	116	101	1387	
Juniors	59	53	704	
Seniors	47	40	566	
Certificate	6	10	75	
Graduate	63	50	568	
Non-Degree	4	19	47	
Dual Credit	74	257	889	
Total	517	657	6019	
Major Field of Study	**Certificate Only**	**AA/AFA**	**BA/BFA**	**MFA**
Museum Studies	14	0	16	
Native American Art History (certificate)	5			
Creative Writing		0	28	50
Studio Arts		37	163	
Cinematic Arts/Technology		15	35	
Native American Studies		3		
Indigenous Liberal Studies			23	
Business/Entrepreneurship (only) & Cert.w/a major	3 32			

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	517-FTE 657-HC			

State/Country	Number	State/Country	Number
AK	8	MN	8
AL	1	MO	2
AZ	51	MS	1
Brazil	1	MT	5
CA	21	NC	3
Canada	6	ND	2
CO	8	NE	3
CT	1	NM	442
DC	1	NV	2
FL	1	NY	3
GA	1	OK	15
Germany	1	OR	4
HI	2	SD	7
IA	2	Taiwan	1
ID	3	TX	7
IL	2	UT	5
IN	1	WA	15
Japan	1	WI	5
KS	1	WY	2
LA	2	Blank	8
MD	2	Total	657

CIB	#	CIB	#
Acoma Pueblo	7	Native Village of Unalakleet	1
Alaskan Native	3	Navajo Nation	64
Alaskan Native-Bristol Bay Corporation	1	Nez Perce Tribe	2
Assiniboine and Sioux Tribes	2	Nisqually Indian Tribe	1
Big Sandy Rancheria of Western Mono Indians of California	1	Northern Arapaho Tribe	1
Blackfeet Tribe	2	Northern Cheyenne Tribe	3
Caddo Nation	1	Oglala Sioux Tribe	11
Central Council of the Tlingit and Haida Indian Tribes	1	Ohkay Owingeh	4
Chemehuevi Indian Tribe	1	Omaha Tribe of Nebraska	2
Cherokee Nation	4	Oneida Nation	1
Cheyenne and Arapaho Tribes	1	Oneida Nation of New York	1
Cheyenne River Sioux Tribe	2	Osage Nation	1
Chickasaw Nation	2	Otoe-Missouria Tribe	2
Chippewa Cree Tribe	2	Pascua Yaqui Tribe	3
Chippewas of the Thames First Nation	2	Pawnee Tribe	1
Choctaw Nation	2	Pojoaque Pueblo	1
Cochiti Pueblo	5	Prairie Band Potawatomi Nation	1
Coeur D'Alene Tribe	1	Qawalangin Tribe of Unalaska	1
Colorado River Tribe	1	Quechan Tribe	1
Comanche Nation	3	Red Lake Band of Chippewa Indians	1
Confederated Tribes of the Colville Reservation	3	Sac and Fox Tribe of the Mississippi	1
Cowessess First Nation	1	Salt River Pima-Maricopa Indian Community	2
Crow Tribe of Montana	1	San Carlos Apache Tribe	8
Eskimo-Alaska Native	1	San Felipe Pueblo	1
Fort Alexander Indian Band First Nation	1	Sandia Pueblo	1
Gila River Indian Tribe	1	Santa Ana Pueblo	1
Ho-Chunk Nation	1	Santa Clara Pueblo	5
Hopi Tribe	8	Santo Domingo Pueblo	5
Isle de Jean Charles Band	1	Sault Ste. Marie Tribe of Chippewa Indians	1
Isleta Pueblo	1	Seminole Nation of Florida	1
Jemez Pueblo	4	Shinnecock Nation	1
Jicarilla Apache Nation	1	Shoshone-Bannock Tribes	3
Kasigluk Traditional Elders Council	1	Spirit Lake Dakota Sioux	1
Kaibab Band of Paiute Indians	1	Swinomish Indian Tribal Community	1
Kickapoo Traditional Tribe of Texas	2	Taos Pueblo	1
Kiowa Tribe of Oklahoma	2	Te-Moak Tribe of Western Shoshone Indians	1
Lac Courte Oreilles Band	2	Tesuque Pueblo	3

Laguna Pueblo	6	Tlingit-Alaskan Native	2
Lax Kw'alaams Band First Nation	1	Tohono O'odham Nation	10
Little Pine First Nation	1	Tule River Indian Tribe	1
Little River Band Of Ottawa Indians	1	Turtle Mountain Band of Chippewa Indians	1
Menominee Tribe	2	Ute Indian Tribe	1
Mescalero Apache Tribe	3	Ute Mountain Ute Tribe	2
Mille Lacs Tribe	1	Walpole Island First Nation	1
Minnesota Chippewa Tribe	1	Wampanoag Tribe	1
Mississippi Band of Choctaw Indians	1	White Mountain Apache Tribe	2
Moapa Band of Paiute Indians	1	Winnebago Tribe of Nebraska	2
Mohawk Tribe	1	Yankton Sioux Tribe	1
Muscogee (Creek) Nation	3	Zia Pueblo	2
Naotkamegwanning First Nation	2	Zuni Pueblo	6

Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
1.2 Increase enrollment; improve retention and completion	#1 Enrollment 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.	12/15/2018 09/30/2020
1.2	Revise Orientation	#1 Improve Orientation Experience for New Freshmen & Transfer Students	Use previous student orientation survey data to improve areas identified as weak.		Present data at Orientation Debrief Committee and at the ATD Team Meeting.	Revised Orientation Schedule; Update Orientation Handbook.; Student Satisfaction Surveys	12/15/2018

1.2	Financial Literacy for Students	#1 Improve students understanding of financial responsibility in school & in their personal lives.	Utilize the Project Success platform to help students work through modules.		Communication with ILS Department Chair to incorporate Financial Literacy program into the LIBS103 Freshmen Seminar course.	Satisfaction Survey for students who participated in program to evaluate its success. 3-year study to determine if students persisted with this intervention	12/15/2018 and every year until 12/2020 when funding ends.
1.2	Emergency Aid Program	#1 Improve student financial status' by providing funding for emergencies during the semester.	Use the guidelines set forth by Project Success.		Frequently communicate to students via flyers and emails that funding is available to them for emergencies.	Satisfaction Survey for participating students and 3-year study to determine if students persisted with this intervention.	12/15/2018 and every year until 12/2020 when funding ends.
1.2	Paid Internship Program	#1 Expand paid internship opportunities for students.	Use the guidelines set forth by Project Success.		Communication with agencies and IAIA internal groups to open up more opportunity for students to gain work experience.	Report of student participants; student satisfaction survey & employer satisfaction survey and 3-year study to determine if students persisted with this intervention	12/15/2018 and every year until 12/2020 when funding ends.
1.2	IAIA Scholarship Application Process	#1 Improve the participation of students applying for IAIA; AICF scholarships.	Fixed Goal; determine application numbers compared to previous semesters.		Communication with ILS Department Chair to incorporate Scholarship Essay Assignment and process into the LIBS103 Freshmen Seminar course	Create a transparent application process to help more students apply for scholarships.	12/15/2018
1.4 Track student success	#1 Utilize the Empower Database to	#1 Train currently enrolled students and alumni to utilize	#1 Fixed Goal. Increase usage of this database		#1 Career Advisor to develop a plan to help communicate this free	Make this a procedural for students and alumni.	12/15/2018 and Operational thereafter.

after college	track the success of our graduates.	this free service to seek jobs nationally build resumes and stay in contact with IAIA.	to track students.		service to students and alumni.		
	#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.	
1.5 Develop student Leadership Skills	#1 Mentorship Program-Four Directions Project; Increase positive; diverse relationships; engagement; and strengthen connection to our community.	#1 Using faculty, staff, and students 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.	Will ask Project Success through the Paid Internship Program if we can	#1 required mentor training; strategies for matching mentor-mentee interests; an expected number of contacts each semester, no less than 4;	#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
		#2 Incorporating peers as mentors, ideally using junior/senior	#2 Fixed Goal; use student mentor #'s to determine		#2 required mentor training; strategies for matching mentor-mentee interests; an expected	#2 A report of the statistical data that shows the success and improvement needs.	

		students who had been through the mentoring program themselves.	success of students who participated in the mentorship program.		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.		
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 ATD-Team will design the SSS events for the March 1, 2017 event.	#1 A report of the feedback through the evaluation.	05/31/2018

To: Dr. Robert Martin
From: Carmen Henan
Date: October 20, 2017
Subj: Quarterly Board Report

Mission Objective 1: Improving Student Success

A.   **Increase involvement of all IAIA stakeholders in student success**

Project 1: Parent Digital Postcards

- Parent Digital Postcards – This success of this initiative was contingent upon parent participation and unfortunately, we had none. All materials were acquired and logistical work was completed, but with no parents taking part we simply have no final product to show. Many parents expressed interest, but their primary focus was on helping their children adjust to their new space (as it should be), and couldn't find the time to make the short videos. We will, however, continue to pursue the initiative on a permanent basis. Research supports programming like this to combat homesickness, so we will push for greater participation in the future through streamlined delivery and marketing, including a very visible and exciting "Postcard Station" to include physical postcards as well as the option for digital ones, for those parents who are interested but might be too busy or simply camera shy. This project is 100% complete.

B.   **Increase enrollment; improve retention and completion**

Project 1: Hire a full-time art therapist/counselor

- The Counseling program has contract a full-time Art Therapy/Counselor, Natascha Holmes, for this academic year. Ms. Holmes has worked with our students for two previous years, as an art therapist intern the first year and the second year as a part-time art therapist/counselor. This position was a much-needed position with the increase in student enrollment and number of referrals and self-referrals, which has included family& couples counseling. This project is 100% complete.

Project 2: Strengthen the People's Path alcohol and drug program

- IAIA Counselor, Greer McSpadden, brought together a team of staff and students to review the IAIA drug and alcohol program on September 6, 2017 as part of the Biennial Review process required by the U.S. Department of Education. Those in attendance were: Blue Tarpalechee, Housing Director; Natascha Holmes, Art Therapist/Counselor; and Rachelle Pablo, Student; and chaired by Ms. McSpadden. The team will assess the effectiveness of the current People's Path alcohol and drug program, the consistency of the sanctions taken for violations of the colleges alcohol and drug Two-Strike policy, and make recommendations to increase the effectiveness of

the program. The college will have two years to implement the recommendations that are adopted before the next biennial review in 2019. This project is 90% complete.

Other: Achieving the Dream (ATD) Project

- <u>Introduction of Achieving the Dream and the Core Team</u>
  To improve student success at IAIA, we have joined the Achieving the Dream (ATD) network of colleges looking to strengthen and build capacity to ensure completion and improve opportunities for success. The current composition of the ATD Core Team has been in place since August 2017. Current members are co-chairs Blue Tarpalechee and Craig Thompkins, Bill Sayre, Anita Gavin, Nena Anaya, Char Teters, Carmen Henan, Jennifer Love, Steve Wall, Kahlil Hudson, and Lara Evans. We have bi-monthly meetings as a Core Team, with the co-chairs meeting individually weekly. Meeting minutes and other ATD resources are stored online in our Outlook group, as well as in the ATD Blackboard knowledge repository.

<u>Previous work, work-in-progress, adopted initiatives</u>

- o LIBS 103 - Class has been reworked to include college readiness best practices
- o Stacked ENGL 99/101 - Allows for students who test into 99 to receive credit for 101 if they demonstrate proficiency. Students in one section are passing at a great rate.
- o Student Focus Group - Conducted in May 2017, identifying challenge areas and gaps in our resources for students
- o ICAT - Core team took the assessment and will be distributing it again to staff and faculty this semester

<u>Short-term initiatives, foundational work</u>

- o NSSE – Decision was made to use this survey for assessment, delivered this semester
- o Student Success Summit – Theme will be Achieving the Dream, reaching out to Carrie Billy as the keynote speaker
- o DREAM Scholar – Current IAIA Ambassador Scarlett Cortez was our applicant for this award
- o Student Success Inventory/Audit – Core Team identified over 100 current student success initiatives in place, will be reviewing that list for redundancies and looking to maximize efficiency and outreach
- o Project Success – Emergency Aid, Paid Internships, Financial Literacy, Math Pathways. Except for the math program which may see implementation as early as next semester, each program has been put into practice and we are already seeing student utilization of these new resources
- o Communication Plan – Email, website, social media, printed materials, IAIA eNewsletter. Monthly updates will be shared with the community on the goals and outcomes of ATD.
- o Engagement Sessions – Three stakeholder groups were identified (students, staff, and faculty) and a series of three structured engagement sessions for each group have been underway. Session attendance among the groups varies, but they have already led to

several quick fixes and identification of challenge areas, including some of the boutique interventions listed below.

- o One-off, boutique interventions/opportunities
    - IDST 101 Teaching Assistant
    - Placement testing review
    - Financial Literacy curriculum
    - Don't Cancel Class initiative
    - Student Success Club volunteers
    - Tableau capacity building
    - Orientation scheduling, content, and placement
    - Wayfinding – Housing life skills video series, better use of television monitors around campus, signage
    - Early alerts feedback

Conclusion

- The Core Team will continue to work on the above initiatives while also developing and assessing our current data practices. The Engagement Session series will complete this quarter, providing us with a road map moving forward. With a robust communication plan, we anticipate greater community buy in and continued enthusiasm as we pursue our goals.

E.   **Develop student leadership skills**

Project 1: Train RAs in Leadership

Successful project completion. Our new Residential Coordinator, Leslie (J.R.) Romero (Cochiti/Hidatsa), led his first ever RA training and it was well received. The current group of RAs is working out very well and the students feel comfortable going to them for their needs. The project is 100% complete.

Project 2: Provide student professional development workshops

- Due to an unfortunate last-minute cancellation, we only have 50% completion on this initiative. The one workshop we did have was very well attended and successful. Our students were exposed to a working professional artist (IAIA Alum Shaun Beyale) who shared his process and went through some of his work. They were later able to meet up with Shaun at the first-ever Indigenous Comic Con in Albuquerque. The second workshop was "The Full-Time Artist" which would explore making art and running a business, including advice on Fellowship and grant applications. Unfortunately, our guest had a last-minute cancellation and we couldn't reschedule within this reporting period. We will be continuing this initiative in the future.

- Two IAIA students who are on the 2017-2018 AIHEC Student Congress attended the 2017 AIHEC fall meeting in Orlando, FL during October 5-6, 2017. LeRoy Grafe, Student Congress Historian, and Scarlett Cortez, Student Congress Southwest Representative, along with AIHEC Student

Congress Advisor, Carmen Henan, attended the Congress' fall meeting to work on the upcoming 2018 L.I.F.E. Conference at the Northwest Indian College in Bellingham, WA during June 19-21, 2018 and to work on their strategic initiatives. Ms. Cortez's initiative is providing all tribal colleges and universities (TCU) a working guide to hosting a Red Shawl project on their campus to promote the awareness and prevention of domestic violence against women and families in our tribal communities. Mr. Grafe's initiative is two-fold, an AIHEC awareness poster and the 2018 AIHEC Conference program and promotion flyer.

The newly elected 2017-18 ASG officers attended the American Student Government Association (ASGA) leadership training in Boston, MA during August 4-6, 2017. They were able to meet as a group with Butch Oxendine, the founder of the ASGA, on their constitution and bylaws, which them came away with some new ideas and initiatives they want to work on this year. Unfortunately, the ASG had three officer resignations this quarter but they have recently been filled by appointment. Students appointed to the vacated positions are Lorenza Marcais, ASG Treasurer, Paige Hannan, ASG Public Relations Officer, and Elleh Driscoll, ASG Secretary.

The project is 100% complete.

Mission Objective 3: Building College Community

C.   **Implement a staff professional development plan**

Project 1: Staff professional development

- This quarter the housing staff participated in training for First Aid/CPR/AED, Emergency Management, and best practices in Data Collection and Management through Achieving the Dream's Data Summit.

- Blue Tarpalechee, Housing Director and ATD Co-Chair, attended the 2017 Achieving the Dream Data and Analytics Summit in Maryland on September 13-15, 2017. In addition, he attended the Association of Title IX Administrators (ATIXA) Administrator and Coordinator training in Philadelphia, PA during October 1-8, 2017 and will be participating in the Association of Intermountain Housing Officers Conference in Las Vegas, NV on November 11-14, 2017.

- The housing program sent two housing staff to the 2017 Annual RAppin Conference in Reno, NV during October 6-8, 2017, the staff attending were Leslie "JR" Romero, Residential Coordinator, and Darius Beltran, Housing RA.

- A team from IAIA will be attending a Clery Center training being held in Albuquerque, NM during November 7-8, 2017 for an update on the: Handbook for Campus Safety and Security Reporting with guidance from the Department of Education on how to they interpret the regulations; the

Violence Against Women Act (VAWA) amendments to the Clery Act; case studies; examining the intersection of the Clery Act and Title IX; creating safe campuses; and putting it together in the Annual Security Report.

- The Dean of Students attended the AIHEC fall meeting in Orlando, FL from October 5-6, 2017 with the AIHEC Student Congress in begin the planning of the 2018 Leadership in Future Endeavors (L.I.F.E.) conference and working on their strategic planning of the initiatives for this year.

  The project is 100%.

D.   **Bring students, faculty, and staff together in campus-centric activities.**

Project 1: Develop one new Student Life (SL) sponsored campus-wide activity per semester

- Student Life is researching the opportunity to sponsor a traditional native event for the beginning of the academic year to involve the local Native American communities and nearby tribal colleges in the state. A survey will be administered to assess student, faculty and staff interest in possible events, e.g. round dances, 49's, powwow, etc. The college annually ends the academic year with a spring powwow, and an annual tradition at the beginning of the year can introduce our new incoming students with the local Indian communities in our area.

- Student Life and the student LGBTQ + Club has written a proposal with the help of Sponsored Programs Director, Laurie Brayshaw, for an American Indian College Fund (AICF) grant to host a LGBTQ student project, IAIA Pride Week, for February 26-March 2, 2018. The events during the week include keynote speakers, LGBTQ and Two-Spirit history, inclusiveness terminology training for the IAIA community; HIV, AIDS and HepC testing, film festival, an art exhibit, and ending with a "Pride Extravaganza" with local partner organizations in Santa Fe and Albuquerque. Grant awards are expected to be announced during the week of October 23-27, 2017.

  The project is 100% complete.

Other: Monthly Community Gatherings

- September's Community Gathering was held on September 20th in recognition of Constitution Day on campus. Voter registration was available for the IAIA community to register to vote in New Mexico and Santa Fe County. A trivia contest was sponsored by Student Life on the U.S. Constitution and two students won $25 gift certificates as their prizes. In addition, Amber Morning Star Byers, an Indigenous Liberal Studies student, gave a presentation on the International Student Mobility Partnership in Cultural Diversity and her trip to Mexico.

- October's Food Day gathering is scheduled for October 26th on campus with pumpkin carving, educational tables, a food drive for the Food Depot, and a free lunch. The event is under the leadership of JoAnn Bishop, Fitness Director, and Charlene Carr, Land Grants Program Director.

E.   **Promote health, wellness, and safety for all members of the campus community**

Project 1: Develop two new health/wellness & safety events per semester

- The Student Activities program is conducting research on the feasibility of developing a road cycling program for students. A survey will be used to explore student interest in a cycling program and solicit their ideas and recommendations for the program. Research will be completed on equipment need for a program, equipment needed to transport bikes using a van for transportation, cycling events in New Mexico and surrounding states, etc. to determine a budget and feasibility of such a program at IAIA.

- The cross country running program has attended two events this quarter with Recreation Assistant, Ben Calabaza.

  The project is 100% complete.

F.   **Implement an internal and external marketing and communication plan**

Project 1: Develop IAIA merchandise for SL sponsored events

- A successful initiative completion that was well received by community members. Based on feedback we will be printing a new run of apparel this quarter. We aren't quite to the point of making this an evergreen initiative, we will gauge the community response on this upcoming round of apparel as we weight that decision.

- The activities program will be providing give away items for the upcoming dedication of the new Performing Arts and Fitness building on November 6, 2017.

  This project is 100% complete.

Mission Objective 4: Advance Contemporary Native Arts and Culture

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

      programs.

Project 1: Organize one IAIA student faculty, staff and alumni event with the Museum during the

        academic year.

- No progress has been made in this last quarter of the academic year in planning an event for the IAIA community with the IAIA Museum. Therefore, the project remains at 10% complete and will remain on the 2018 Student Life work plan.

Other: The Student Activities program is continuing this academic year to work with the La

        Fonda Hotel Artists-in-Residence program for IAIA students to showcase their work in

        downtown Santa Fe.

C.   **Advance scholarship and dialogue on indigenous arts and culture**

Project 1: Develop two Artist RoundTable discussions per semester.

- The Student Activities program with the ASG are currently identifying native artists and athletes to participate in roundtable discussion for this academic year. The project is still at 20% complete and it will be placed on the 2018 Student Life work plan for next year.

Other:

- Housing numbers as of October 18, 2017:

	RESIDENCE CENTER (154 beds at max capacity)	FAMILY HOUSING (24 Casitas)	TOTALS
New Students – FALL 2017	78	6	84
Returning from SP17	55	39	94
Readmits	5	3	8
Transfers	4	0	4
From off campus	-	1	1
Total Students	141	49	190
- Student capacity % (number of actual students to number of max beds)	92%	n/a (no designed capacity metric)	92%

- Room usage % (number of rooms/casitas occupied to number of total rooms/casitas)	100%	100%	100%
BEHAVIORAL			
Total Program Suspension	1	0	1
Student Housing Suspension	0	0	0
Move off-campus – personal	0	0	0
Moved off campus – dropped below min. hours	1	0	1
School Withdrawal	5	1	6
On Campus Suspension Totals – October 18, 2017	7	1	8

Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
I. Improve Student Success	A.1.1 Digital parent postcards. With the partial success last year leaving us with a foundation but no deliverable, we will continue the project this year with more marketing and incorporate parent feedback.	A.1.1 Purchase a pop-up tent to set up for "Move in Day". Make it visible but separate from other check in stations so that parents can be discreet	A.1.1 Purchase tent by 11/20/18	A.1.1 $75.00	A.1.1 Project status reported to the DoS & ASG.	A.1.1 Project document on YouTube for FY18 and documented in the SL BOT Report.	A.1.1 Project completed by 9/30/18.
I. Improve Student Success	B.2.1 Implement the Biennial Review of the People's Path (PP) alcohol & drug program.	B.2.1 Review the current PP program & identify strengths & challenges to develop a list of enhancements. B.2.2 Implement the program enhancements.	B.2.1 Establish a list of enhancements to apply to the program by 12/1/18. B.2.2 Implement enhancements by 8/30/18.	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 6/5/18.
I. Improve Student Success	E.1.1 Train RA's in Leadership Trauma Informed Care. Based on recommended improvements from last year's	E.1.1 Review existing RA training practices. and identify enhancements. E.1.2 Design an enhanced leadership training program that	E.1.1. Review the training practices & identify enhancements by 3/1/18. E.1.2 Redesign the RA leadership	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 9/30/18

	successful implementation of this project, we will include best practices in trauma informed care.	includes Trauma Informed Care. E.1.3 Implement the program for Fall 2018 E.1.4 Evaluate the training program. E.1.5 Review evaluation data to strengthen the program.	training program by 5/30/18. E.1.3 Schedule and implement the training one week before the new students arrive. E.1.4 Evaluate the program by 8/15/18. E.1.5 Recommend improvements by 9/1/18.				
I. Improve Student Success	E.2.1 Develop a series of life skills videos for our students living on their own for the first time	E.2.1 Identify suitable video topics E.2.2 Identify potential student filmmakers E.2.3. Produce the videos E.2.4 Place videos on IAIA Housing's YouTube page	E.2.1 Utilize YouTube analytics to assess views E.2.2 Include link in video description to a survey that assesses further needs and effectiveness of the project	E.2.1 $200 if we identify a student filmmaker, for stipend	E.2.1 Printed materials marketing push. E.2.2 Live streaming marketing push E.2.3 YouTube videos shared via social media	E.2.1 Project documented in the SL BOT report	E.2.1 Project completed by 9/30/18
III. Building College Community	E.2.1. Develop a plan for a structure at our Santa Fe Trails bus stop	E.2.1 Assess need via survey E.2.2 Collect structure ideas E.2.3 Identify installation	E.2.1 Evaluate need via survey results E.2.2 Share structure ideas with Student Life and bus riding students for feedback	E.2.3 $2000 for materials and labor	E.2.1. Inclusion in ATD updates E.2.2 "Grand Opening/Dedication" once installation is complete	E.2.1 Project documented in the SL BOT report	E.2.1 Project completed by 9/30/18

		requirements, including institutional permissions E.2.4 If possible, install structure					
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 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.	C.1.1 Professional development identified by 1/27/18 C.1.2 Supervisor will approve the training to be taken. By 2/24/18 C.1.3 The staff will report to their supervisor what was learned within 15days of training.	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 9/30/18
III. Building College Community	D.1.1 Establish a traditional native event for the onset of the fall semester for the IAIA community with local tribal communities.	D.1.1 Conduct a student interest survey on the type of event & recommendations. D.1.2 Research planning contacts for the event. D.1.3 Develop a budget for the event.	D.1.1 The activity will be identified by 1/30/18. D.1.2 Complete research by 5/30/18 D.1.3 Complete the budget by 6/15/18 D.1.4 Complete the funding proposal by	D.1.5 $3,000.00	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 9/30/18

		D.1.4 Develop a proposal to fund the event.	7/1/18				
			D.1.5 Complete the event by 9/30/18				
		D.1.5 Implement the event.					
III. Building College Community	E.1.1 Feasibility Study for a Road Cycling program.	E.1.1. Conduct a student interest survey	E.1.1 Complete the survey by 1/30/18	E.1.1 None	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 9/30/18
		E.1.2 Conduct various researches on equipment, cycling tours, transporting bikes, etc.	E.1.2 Complete research by 6/1/18				
		E.1.3. Develop a budget for a cyclying program.	E.1.3 Complete a proposed budget by 8/30/18				
		E.1.4 Develop a implementation timeline	E.1.4 Complete a timeline by 8/30/18				
		E.1.5 Develop a proposal for possible funding.	E.1.5 Complete a funding proposal by 9/30/18.				
III. Building College Community	F.1.1 Develop IAIA apparel for SL sponsored events. This project was successful last year and we have identified it as an evergreen project.	F.1.2 Choose the design & identify a vendor for printing.	F.1.1. Assess reception of design and apparel choice via survey	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 9/30/18

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.1.1 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.1.1 $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
IV. Advance Contemporary Native Arts & Culture	C.1.1 Develop two (2) Artist Roundtable Discussions per semester.	C.1.1 Identify & contact working artists/scholars/alumni for the project. C.1.2 Implement the program. C.1.3 Evaluation survey after each roundtable.	C.1.1 Identify 2 artists per 17SP & 17FA semester by 12/1/17. C.1.2 Schedule the roundtable discussion and post on the activities calendar the month they are scheduled. C.1.3. Survey participants one day after the roundtable.	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 9/30/18

To: Dr. Robert Martin, President
From: Charlene Teters, Academic Dean
Date: October 2017
Subj: Quarterly Board Report

With input from Library Director Valerie Nye; JoAnn Bishop, Director of Fitness and Wellness; and Department Chairs

Mission Objective 1: Improve Student Success

A.   Increase involvement of all IAIA stakeholders in student success

Project I – Academics - Registrar: Degree Audit Implementation and Advisor Training

The Degree Audit module in Empower has been programmed and testing has begun for the 2016-17 and 2017-18 academic years to ensure that all students' courses are accurately reflected in their specific degree plan as a guide to degree completion. Will continue to work on the inconsistencies in the program toward accuracy for the 2018-19 academic year. Advisor training will be on-going in the use of the Degree Audit.

Expected completion June 30, 2018.

B.   Increase enrollment; improve retention and completion

Project I – Studio Arts: Foundations Update

This project is based from our previous assessment project: Foundations Show. We will update curriculum, create curriculum for Sophomore Seminar, explore the creation of a foundations coordinator position, and improve adjunct contact/involvement with the department. The online repository is already created and will need to be populated and used. By December 2017 the department will complete Sophomore Seminar curriculum, Committee is already created. Expected Completion: March 2018.

Project II – Studio Arts: Community Building

This project is an effort to create a sense of belonging and community in Studio Arts and to hopefully increase our persistence rate during the first two years. It will seek to increase the use of guest speakers in classes, increase Studio Arts A-I-R involvement, create pop-up shows on campus, and hold open critiques on campus. While this is focused on retention within the first two years, it will involve and impact all levels of Studio Arts students.

Expected Completion: May 2018.

Project III – MFA Creative Writing: Increase Enrollment by Instituting a Young Adult MFA Track

In consultation with Sherman Alexie, develop and propose courses by October 15 curriculum committee meeting. Institute curriculum. Hire two faculty members. Advertise and begin recruiting for February 2018 deadline.

Project IV – Business & Entrepreneurship: On-line Awareness and Marketing

Building online awareness of our program. More market research to determine who our target market is. To increased interest, social media activity and enrollment in the B & E program. Market research to be completed in May 2018.

Project V – Indigenous Liberal Studies: Develop Retention & Graduate Tracking Capacity

Establish culture of retention and graduate tracking system. ILS will assess activities to encourage incoming students to become involved in department and ILSSO. The graduate tracking system will require funding for a digital data base. Expected completion May 2018.

Project VI - Develop and implement an accelerated English Developmental Education course:

Students placed in a developmental education course (ENGL099) will take ENG101 (college level) in order to accelerate their progress of English requirements.

The overall goal is to increase persistence and engagement of student learning. Piloted in Fall 2017, we will Revised, updated syllabus for the 2018 Spring Semester. Review again, assess retention, update syllabus for Fall 2018. May 2018

C.   Increase scholarship funds

Project I – MFA Creative Writing: Increase Scholarship Fund to $250,000 yearly

Maintain Taitanchi, Truman Capote, Morris relationships ($142,000 year), support gala ($30,000 year), develop additional donors for $78,000 per year. This will be a combined effort with both Director and Institutional Advancement working with grants and individuals. Costs will be minimal: possible meeting costs. Expected completion July 2018.

Project II – Business & Entrepreneurship: Business & scholarship grants

Research other business scholarships & grants by working with IAIA Development and Career office on grants, scholarships & internships. This will provide Scholarship and/or internship funding for 2+ students. Expected completion June 2018,

D.   Track student success after college

Project I – MFA Creative Writing: MFA Alumni Success

Compile an ongoing and comprehensive list of MFA alumni successes, focused on publication and jobs. MFA will survey alumni yearly using Survey Monkey, track publications, residencies, awards, positions on internet. And through email appeals.

Maintain email addresses and communicate regularly. Expected May 2017.

Project II – Business & Entrepreneurship: Review business certificate graduates

Review list of Business Certificate graduates and make efforts to contact them to follow up on surveys & interviews of business certificate graduates that were done Spring 17. Expected completion Spring 2018

E.   Develop student leadership skills

Project I – Creative Writing: Indigenous Assessment

Repeating of last years' indigenous assessment of student oral presentation skills with a concerted effort in classes to build students' speaking skills. The Creative Writing department will conduct an indigenous assessment of student growth in their public speaking skills. This will clearly integrate IAIA's core values into the indigenous assessment model, course syllabi and classroom activities. Expected completion May 2018 - Assessment report.

Project II – Library: Leadership Internship

Create student internship to support Graphic Novel project. Provide guidance for internship projects. Meet regularly with intern on progress. Student intern is involved creating, managing, and leading graphic novel events. Student intern writes and discusses required reports. Expected completion May 2018.

Project III – Library: Leadership Partnership

Support newly formed Student Success Club. Engage with club leadership on projects and interests, connect club with departments on campus on initiatives such as Achieving the Dream. Expected completion May 2018.

Project IV - Develop a Women's Leadership Summit. The Academic Dean In collaboration with IAIA Student leaders, develop a student directed and led Women's leadership Summit. The goal of this summit to provide a forum for students to learn more about themselves as leaders, and to discuss individual and social issues faced by tribal communities as they seek to lead lives of meaning and purpose. Students and the Academic Dean will design the overall theme of the summit, invite speakers from the College, the alumni, and the community to address these topics. Expected completion March 2017 (Women's History Month).

Mission Objective 2: Strengthen Academic Programs

A.   Develop and promote an indigenous assessment model

Project I – Library: Student assessment of the library

Hold an engagement session for students about the library. Review findings from

session. Develop outcomes for the library based on the assessment findings. Expected

completion September 2018.

B.   Implement an academic strategic plan that will address Plan 2020 institutional priorities and future growth

Project I - To implement an On-Line Adjunct Orientation

Implement an On-line orientation to ensure quality training in all aspects of IAIA. As IAIA continue to grow, adjunct instructors will increase and an on-line orientation will help extend important content to be completed by July 2018.

C.   More fully implement academic program review

Project I – Cinematic Arts:

The Cinematic Arts & Technology department plans to build a searchable archive of

student films produced in the program from its earliest stages circa 2009 to present.

The archive will be housed online and/or through IAIA's internal servers and can be

used as an assessment tool to track student learning and growth. It will also be

organized in such a way for it to be useful during accreditation visits so that program

review teams can view examples of student work according to year, class and

filmmaker.

The online portion of the archive accessible to public will serve a secondary function as

a recruitment/retention tool for prospective and current students interested in seeing

student work. In fact, the idea for this project was spawned by such requests.

Expected Completion May 2018.

Project II – Centralize assessment reports from 2015 to present.

The Associate Dean will centralize all department assessment reports from 2015

present on IAIA website or share drive to make the reports searchable and available

to the community for data sharing. Expected completion date: May 2018

Project II – MFA Creative Writing: Improve the Survey of Alumni

Review assessment projects by 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. Expected completion May 2018

D.   Assess the feasibility of adding undergraduate and graduate programs in several fields of study

Project I – Museum Studies: Develop a plan for the formation of a Museum Studies Graduate Program

Collect information and relevant data, determine the feasibility, develop a proposal for the foundation of a MUSM graduate program. May 2018

Project II – Indigenous Liberal Studies: Graduate Program Development

Develop plan for an ILS graduate Program. A plan for the development of an ILS graduate program. Expected completion September 2018.

Project III - Assess the feasibility of adding a Low-Residency MFA in Studio Arts

Develop a plan for an MFA designed for serious artists who want to develop a professional body of work in a low-residency program. Identify a project manager to research Low residency MFA programs and develop a plan. Expected completion of plan May 2018.

E.   Offer more courses in Science, Mathematics, and Computer Science that meet the needs of our students

Project I - Implement Carnegie Pathways Quantway program

Implement the Quantway program of pre-college (developmental) mathematics class. Implementation and assessment of course data complete by May 2018

F.   Continue developing a Performing Arts program

Project I – Performing Arts: Development of Performing Arts Program

Assess and research the most relevant and culturally responsive curriculum for both

Baccalaureate and Associates in Performing Arts. Action steps and expected

completion dates: first phase by May 2018

- Review and access current courses.
- Review enrollment numbers for current PA classes from past 3 years.
- Access and review recommendations per the previous Performing Arts consultants: Hanay Geiogamah and Ty Defoe.
- Establish and fortify an Indigenous praxis for entering the field of performing arts honoring the framework of native peoplehood.

Mission Objective 3: Build College Community

D.   Bring students, faculty, and staff together in campus-centric activities

Project I – Library: Graphic Novel Grant

Select and make available graphic novels, create a graphic novel space in the library, manage a graphic novel contest and provide awards to student winners of the contest.

Funding for the graphic novel additions to the library's collection ($2000) and funding for the graphic novels contest ($1000) is provided by the Will Eisner Grant awarded to the IAIA Library in June 2017. Expected completion May 2018.

E.   Promote health, wellness, and safety for all members of the campus community

Project I - Institutionalize the Environmental, Health and Safety committee.

Promote activities and purchases to improve the safety of instructional activities in studio and classrooms. Provide specialized training for staff and/or faculty. Modify existing and add additional ventilation in Jewelry, Fab Lab and Painting. Develop and Implement a formalized inspection program for all studio & classrooms. Expected completion May 2018

F.   Implement an internal and external marketing and communication plan

Project I – Museum Studies: Website

Update the 2016/2017 Art History website page and develop the Museum Studies Website Page. Launch the completed Art History and Museum studies website page in May 2018.

I.   Grow and maximize resources for college programs

Project I – Fitness & Wellness Department: Archery Team:

Apply for grant funds to develop archery team. They would participate in recreational shooting. Bill Mills Foundation grant received for $960, an ASG club/team has been developed to participate in events. Expected completion date August 31, 2018

Mission Objective 4: Advance Contemporary Native Arts and Culture

C.   Advance scholarship and dialogue on indigenous arts and culture

Project I – Library: Arrangement/Description of IAIA Slide Collection

Rehousing and preservation, series level arrangement, series level description (Finding

Aid), This will provide increased patron access. Expected completion September 2018.

Project II – Library:

Complete preservation, arrangement, description, and digitization of the Merina Lujan

(Pop Chalee) Papers. Expected completion September 2018.

Project III – Library: Draft processing plan for Suzan Harjo paper.

Review preliminary survey and draft series level processing plan. Prepare collection for

solicitation of funds. Expected completion September 2018.

Project IV – MFA Creative Writing: Plan an Anthology of Craft Lectures

Plan anthology publication. Self-publish or propose to establish press. Make a call

for entries and appoint editors. Expected completion May 2018

E.   Engage with indigenous communities world-wide

Project I – Indigenous Liberal Studies: Establish funding source for international exchanges.

Establish contacts and relationships to facilitate outside funding. Successful solicitation for funds to support UIEM exchange and other similar activities. Expected completion December 2017.

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

Project I - Develop a Performing Arts and Fitness building access and internal external

Use policy. This committee will also evaluate and develop safety protocols for student, faculty and community use of the PAFC

Other news:

Sheila Rocha PhD, Performing Arts Chair, and

Assistant Professor, Jonah Winn-Lenetsky PhD

Will create a new major and foundation courses for the performing arts program with emphasis in theater, music, dance and theater technician.

Performing Arts Courses offered in Spring 2018

- PERF290F Devised Performance II: Performance Practicum--Musical Construction (Description TBA--will evolve into a CD engineered and produced by visiting artists by IAIA musicians)-Sheila Rocha
- PERF290K Applied Performance: Community Arts Leadership-Technical Theater (with Jay Muskett)
- PERF290B/Creative Writing290B New Ceremonies & Stories: Contemporary Theater Literatures. Sheila Rocha
- PERF205 Acting II Winn-Lenetsky
- PERF290E Devised Performance I (Performance Production) Sheila Rocha
- PERF290J Dance Fundamentals: History & Practice (New Faculty or adjunct)

- PERF290D Hip Hop Theatre: Routes & Branches Winn-Lenetsky

MFA Director, Jon Davis, had two books come out on October 4: *Improbable Creatures*, winner of the Off the Grid Prize, published by Grid Books, and *Dayplaces* (Tebot Back Press), co-translated from the Arabic by Jon Davis and the author, Naseer Hassan, a poet who lives in Baghdad. Jon's new manuscript, *The Many-Body Problem,* was a finalist in Four Way Books' Larry Levis Prize contest. He also had poems in *The Moth* (Dublin, Ireland), *Terrain, El Palacio, Taos Journal of Poetry & Art, Cream City Review, Waxwing, The Ekphrastic Review,* and *Diode.*

He had short stories in *Funny Bone* and *Barrelhouse.* He taught at the Northern Colorado Writers Conference and read his poems at Collected Works Bookstore, Santa Fe Community College, The Poetry Research Bureau (LA), Delicious Pizza (LA), and Tomales Bay Writers Conference (CA).

BFA & MFA alumni news.

- IAIA BFA alumna Layli Long Soldier's *Whereas* is one of four finalists for the National Book Award in poetry.
- BFA alumna Esther Belin's *Of Cartography: poems* is out from the University of Arizona's Sun Tracks series.
- IAIA MFA alumna Jamie Figueroa is teaching for the Goddard Low Residency MFA in Interdisciplinary Arts: https://www.goddard.edu/people/jamie-figueroa/
- IAIA MFA alumna Darlene Naponse is one of two finalists for the $10K Writer's Trust of Canada's Journey Prize for a short story by an emerging writer.
- IAIA alumnus Orlando White won the 2017 San Francisco Poetry Center Book Award for his most recent book, LETTERRS.

Associate Dean, Lara Evans PhD, has an essay included in the special issue of *Art in America* on contemporary Native art.

Director of Fitness and Wellness, JoAnn Bishop

- Has received two Dreamstarter Grants, the latest for archery equipment & programs, $960.00
- USDA Grant, weight room equipment, $149,000
- IAIA held a non-sanctioned archery tournament Sept. 23, 2018 with Navajo Tech University. 15 students participated. The grant provided for prizes and lunch for the archers. A wonderful time was held by all.

Academic Dean

Institutional Priority	*Project Description*	*Action Step(s)*	*Effectiveness Measure(s)*	*Budget Considerations*	*Communication Considerations*	*Deliverable(s)*	*Expected Completion Date*
III. Build College community. Promote health, wellness, and safety for all members.	Institutionalize the Environmental, Health and Safety committee. Promote activities and purchases to improve the safety of instructional activities in studio and classrooms.	Specialized Training for staff and/or faculty. Modify existing and add additional ventilation in Jewelry, Fab Lab and Painting. Develop and Implement a formalized inspection program for all studio & classrooms.	A devoped policy statement on health and safety. Have a final formalized inspection program	Funds are needed for training and to modify ventilation systems in the studios.	Board Report? Members of the committee will include all studio areas, including performing Arts, Studio, Museum and Cinematic Arts and facilities? Board report.	Board report	April 2018
Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
II. Strenthen academic programs. D. Assess the feasibility of adding undergraduate and graduate	Assess the feasibility of adding a Low-Residency MFA in Studio Arts is designed for serious artists who want to develop a	Identify a project manager to research Low residency MFA programs. Collect data Dev a proposal	Feasibility study.	Hire a consultant to do the feasibility plan.	Board Report? Faculty involvement from the Studio Arts Faculty. .	Board report	May 2018

programs in serveral fields of study	professional body of work in a low-residency program.						
Institutional Priority	**Project Description**	**Action Step(s)**	**Effectiveness Measure(s)**	**Budget Considerations**	**Communication Considerations**	**Deliverable(s)**	**Expected Completion Date**
I. Improve Student Success. E. Develop Student Leadership Skills.	Develop a Women's Leadership Summit. In collaboration with IAIA Student leaders, develop a student directed and led Women's leadership Summit. The goal of this summit to provide a forum for students to learn more about themselves as leaders, and to discuss individual and social issues faced by tribal	Research and dev in collaboration with ASG.	Summit in March 2018. After Spring Break.	minimal.	Board Report? Faculty, staff and student involvement and committee approvals. .	Board report	March 2018

	communities as they seek to lead lives of meaning and purpose. Students and the Academic Dean will design the overall theme of the summit, invite speakers from the College, the alumni, and the community to address these topics. Expected completion March 2017 (Women's History Month).					

IAIA PLAN 2020
CINEMATIC ARTS & TECHNOLOGY
2017-2018 ANNUAL WORK PLAN

Submitted by James Lujan

Institutional Priority
II. Strengthen Academic Programs
C. More fully implement academic program review

Project Description
The Cinematic Arts & Technology department plans to build a searchable archive of student films produced in the program from its earliest stages circa 2009 to present. The archive will be housed online and/or through IAIA's internal servers and can be used as an assessment tool to track student learning and growth. It will also be organized in such a way for it to be useful during accreditation visits so that program review teams can view examples of student work according to year, class and filmmaker.

The online portion of the archive accessible to public will serve a secondary function as a recruitment/retention tool for prospective and current students interested in seeing student work. In fact, the idea for this project was spawned by such requests.

Action Steps
1. Communicating with the Library and IT about the project, its scope, its feasibility and resources available.
2. Collecting and organizing student work accumulated over the past 8 years.
3. Figuring out which material should be publically accessible and which should be limited to internal servers.
4. Uploading the material online or to internal servers.
5. Organizing the searchable database according to year, class, filmmaker
6. Finalizing project and announcing the archive to the public.

Effectiveness Measures
The main effectiveness measure is whether or not this database/archive can serve as a viable tool in assessment and program review.

Budget Considerations
Current resources of CINE, the Library and IT should be sufficient to make the project a reality as well as to sustain it. However, the scope of the project may need to be modified according to resource limits.

Communications Considerations
CINE will communicate with the Library and IT about the progress of the project. When the project is finalized and ready to be announced, CINE will coordinate with IAIA's Communication Director about a press release.

Deliverables

The end result of this will be an online searchable archive of IAIA's best student work accessible through the Library's website, and a more complete archive hosted by IAIA's internal servers, though its accessibility privileges still need to be determined.

Expected Completion Date

A lot of time will be spent tracking down student work and identifying it according to year, class and filmmaker, so the earliest feasible completion date would be May 2018.

Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
List the number, letter, and name of the institutional priority from the Plan 2020 document. If this project doesn't fall under a specific priority, provide the number and name of the appropriate mission objective. **I.E Develop student leadership skills; II A. Develop & promote an indigenous assessment model**	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. **We are repeating last year's indigenous assessment of student oral presentation skills with a concerted effort in classes to build students' speaking skills; we will conduct an indigenous assessment of student growth in their public speaking skills. 2. More clearly intergrate IAIA's core values into the indigenous assessment model and course syllabi and classroom activities.**	Provide a specific statement about what exactly you will be doing. There may be multiple action steps for each project. **1. Oral presentations/ readings, and coaching assignments have been made a requirement in all CW & Lit courses so students will become accustomed to orally presenting. Instructors are to use the rubric to evaluate. 2.Adapt an oral presentation rubric for use in comp courses based on the CW one. 3. We will video end-of-the-semester readings in the Fall (Level I workshops) as a base measure, & store to the dept dropbox to assess student progress in future semesters.**	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. **Data from the rubric.** **The indigenous assessment group will view and share their observations of student learning in videos.**	What resources are required to make the project a reality? To sustain it? **Swivel recording equipment provided and set up by the Academic Tech staff**. **No cost**.	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? **We will provide updates on our project as requested by the dean's office. In the fall students will be informed of the assessment project and be involved in the hosting of visiting writers; all instructors, including adjuncts, will create coaching assignments and use the rubric to evaluate OPs. Students will write a self-assessment evaluating themselves, and debrief as a group about what would help them strengthen their skills. After**	At the end of the project, what items will you produce (e.g., a report, process, publication, etc.)? **Assessment Report and artifacts (videos of the readings and the indigenous committee discussion)**	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. **The last day of the fall semester will be the deadline for faculty to submit data and upload the videos in the selected classes; the deadline for the spring semester will be Friday of the 16th week.** **Faculty debriefing of the Fall courses will be during in-service week in January.** **The Indigenous assessment committee will**

		4. Students will assist in the planning of the Young Writers Workshop for IA's dual-credit schools, lead writing workshops and do a luncheon reading. 5. At the beginning of spring semester, faculty will meet to discuss the recordings and debrief on what worked in class assignments; 6 In the Spring Thesis I and II readings will be videoed and compared with last year's recordings of the same students to assess growth in skills. 7.We will assemble an indigenous committee to participate in the indigenous assessment of student readings.			each semester instructors will meet to share their coaching assignments and debrief on their experiences. The indigenous assessment committee will include two students. Our annual assessment report will be submitted to the director of institutional research.		meet during finals week or the week after. The deadline for submission of the assessment report will be the last week in May.

Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
Strategic Priorities I. Improve Student Success II. Strengthen Academic Programs III. Advance Contemporary Native Arts and Culture	I. A. Develop retention and gradate tracking capacity II.A. Behavioral Health Initiative II. B. Graduate Program Development III. A. Establish funding source for international exchanges	I.A. 1. Establish culture of retention 2. Establish graduate tracking system II.A. 1. Develop plan for implementation of NARCH grant. 2. Implement NARCH and participate in TCU intercollegiate activities related to NARCH II.B. 1. Develop plan for an ILS graduate program III. A. Establish contacts and relationships to facilitate outside funding	I.A. 1.Assessed activities to encourage incoming students to become involved in Depart and ILSSO 2. Maintain current system and expand to a digital database II.A. 1. Successful completion of the 1st year of the NARCH program. 2. IAIA student and faculty presentations at NARCH conferences II.B. 1. A plan for the development of an ILS graduate program will be in place III.A 1. Successful solicitation for funds to support UIEM exchange and other similar activities	I.A. 1. Sufficient funds in Student Activities and related line items 2. Sufficient funds for digital data base II.A 1. NARCH funding 2. NARCH funding II.B 1. Sufficient funds for program development III.A 1. Sufficient funding to allow for cultivation	I.A. 1.Mostly internal with the Department, but may include ASG and Student Services 2. Alumni Office and graduates II.A 1. & 2. AIHEC, NARCH cohort, Office of Sponsored Programs II.B 1.Mostly internal within ILS Department, but will also include Institutional Research III.A. 1. Institutional Advancement	I.A 1. List of activities that are shown to increase retention 2. Graduate data base II.A 1. NARCH implementation 2. Student and faculty articles II.B 1. Plan for ILS graduate program development III.A UIEM exchange funded and sources of funding for increased exchange activity	I.A. End of AY17-18 II.A 1. Grant requirements 2. SP18 II. B 1. End of AY17-18 III.A End of FA17 semester

Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
II – B Implement an academic strategic plan that will address Plan 2020 institutional priorities and future growth	To implement an On-Line Adjunct Orientation to ensure quality training in all aspects of IAIA. As IAIA continue to grow, adjunct instructors will increase and an on-line orientation will help extend important content to be completed prior to Fall/Spring semesters.	1) Gather resources from IAIA departments who already contribute to Adjunct Orientation. 2) Work with Academic Technology to assist in recording Doris/Delight with introductions and putting pieces together. 3) Request adjuncts who cannot attend the physical orientation to view the on-line version.	Creating an on-line orientation for adjuncts will provide training on learning management systems, Academic policies and procedures and ensuring our adjuncts feel comfortable in their teaching responsibilities as the semester begins.	Current staff will create on-line orientation with Academic Technology staff, Russel Stolins. I do not foresee an expense for creating an on-line orientation.	We will be seeking IAIA department input during its design phase: Academics, HR, SSC, Academic Tech, and Student Life. December 2017 Email would be the standard way of communicating progress to others. Once project is ready for dissemination, we will have a final review to include the above departments.	The On-Line Orientation will be distributed to all Adjuncts before the Fall/Spring semester begins.	Reasonable final deadline July 2018 Timeline: Gathering of materials. December 2017 Putting pieces together in Power Point: March 2018 Review of final piece: June 2018

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Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
I. Improve student success B. Increase enrollment; improve retention and completion	Develop and implement an accelerated English Developmental Education course: students placed in a developmental education course will take ENG101 (college level) in order to accelerate their progress of English requirements. The overall goal is to increase persistence and engagement of student learning.	Writing, reading, and oral language objectives for Developmental English and English 101 will be covered simultaneously. Course design integrates multi-layered interventions including daily check-ins for absences and missed assignments, active learning strategies, formal and informal student and teacher evaluations, and support from the Learning Lab.	Curriculum will be continuously assessed and revised based on student feedback and results. Assessments will be both qualitative and quantitative. Qualitative: Indigenous Assessment of writing, observations of student engagement, in-class checks for understanding, student reflections and evaluations, weekly writing assignments, and four major essays. Quantitative: Student grades on assignments with rubrics, attendance, work turn-in rates, pass rates, IAIA Learning Lab attendance, and final portfolios of student work.	Costs include textbooks for the accelerated English course, salary for individual developing and teaching the program. Sustainability depends on instructor training and collaboration with the Creative Writing Department Head.	The data and curriculum developed will be shared with the Academic Dean via email and meetings and with the Achieving the Dream Committee at meetings. From there, the information can be distributed, as needed, to wider audiences. Final determinations will also be communicated through the Academic Dean and ATD Committee.	At minimum, curriculum maps, a hard copy of best practices, a syllabus, and course outline will be produced. Additionally, student work, assessments, and the class's materials will be available through the instructor and Canvas online platform. Student work can be used as a carbon copy for future development.	-Materials prepared for implementation at the beginning of the Fall 2017 semester. -First draft of the syllabus: Aug. 15, 2017. -Curriculum Map and Course Outline with Objectives: December 10, 2017 -Revised, updated syllabus for the 2018 Spring Semester: January 4, 2018

II. Strengthen academic programs E. Offer more courses in Science, Mathematics, and Computer Science that meet the needs of our students	Implement Carnegie Pathways Quantway program in Spring of 2018 to pre-college (developmental) mathematics class .	Attend online and in-person meetings and trainings with Carnegie coordinators to collaborate on best practices for students at Tribal Colleges and Universities. Math instructors teaching Carnegie's curriculum will demonstrate a mastery of productive persistence strategies and adapt curriculum to fit the needs of IAIA students.	Qualitative: Observations and tracking of student engagement through attendance and assignment turn-in Quantative: Track students' pass rates, retention, and summative assessments with and Carnegie's IAIA's institutional research teams	Carnegie has and continues to incur training, material, and travel costs. Carnegie provides curriculum of Quantway materials and instructor guidelines.	Outcomes from trainings and implementation will be discussed and debriefed with the Academic Dean, head of the Indigenous Liberal Studies Department, and the Achieving the Dream Committee.	We will create reports, as needed/requested, and implement proposed changes as approved by the ATD Committee—any changes are to be included within curriculum maps, syllabi, and/or overviews of changes.	Implementation of the course completed by May 2018—end of the 2018 Spring Semester. Assessment of course data complete by end-of-May 2018

Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
Improve Student Success							
I. A. Increase stakeholders in student success	IAIA Foundation Board	Build Board Capacity; planning and implementing fundraising activities.	Quarterly Board Meetings; Board Committees working with Executive Committee and staff. Fundraising goals met.	Included in 2017/18 budget	Board Meetings; Executive Director monthly update reports; Executive Committee and Board Committee Reports	Fundraising Goals met	9/30/18
I. A. Increase stakeholders in student success	Build Organizational Culture of Philanthropy	Conduct Departmental Meetings with Advancement. Meet with ASG	Number of meetings held; fundraising requests submitted.	Included in 2017/18 budget	Enewsletters, flyers, email invitation, etc.	Philanthropy grows on campus	9/30/18
1. A. Increase stakeholders in student success	Identify new donors / President Circle President's Circle Thank you Events	Engage Fnd Board to reach new donors Host Cultivation Events Visit Alumni Artist studios and galleries	Increase to 144 members Spring & Fall event on IAIA campus	Included in 2017/18 budget	Monthly donor report; updates in enewsletter, updates in Circle communications	Quarterly Board Reports re: numbers increased	9/30/18 05/31/18

1.A Increase stakeholders in student success	Alumni Relations	1. Implement Alumni Association 2. Alumni Day – April 3. Alumni Luncheon – August 4. Alumni Lecture 5. Enewsletters – bimonthly; one annual print newsletter 6. Connect alumni with career networking services	Number of event attendees, newsletters sent, Association plan; Create career services networking webpage	Included in 2017/18 budget	Updates and sharing of event information with Marketing/Academic/ and other departments for publicity via email & meetings	Association outline/bylaws; video of alumni lecture; invitations for events; content for newsletters; Electronic newsletters; one print newsletter	9/30/18
1.A Increase stakeholders in student success	Alumni Council and Tribal Relations	Quarterly Meetings Hold alumni cultivation gatherings in individual regions with member tribes. Support Alumni Fundraising	Attendance 6 Gatherings Held Numbers of Participating Alumni and Dollars raised	Included in 2017/18 budget	Updates in enewsletter, website and other communications, invite cabinet members to present at Council Meetings	Quarterly Board Reports; Alumni Association Members grow; Council Meeting Minutes	09/30/18
1.C. Increase Scholarship funds	Raise $700,000 net scholarship donations Alumni Scholarship Fund	Direct response appeals; annual dinner & auction; major donor giving strategies 1. Raise $10,000 for fund	Increase scholarship funds. Add 3 scholarships each semester Money raised;	Included in 2017/18 budget Marketing/ announcement of fund	Updates in enewsletter, website; monthly donor reports, campus wide flyers and eblasts;	Quarterly Board Reports;	09/30/18

		2. Host Holiday Art Market	# of Artists at event		appeal letters and email.		
1.D Track student success after college	Alumni Relations conducts bi-annual survey of alumni	Using Survey Monkey conduct survey re: career choice, annual income, continued education, etc.	Survey Completion	Included in 2017/18 budget	Updates in enewsletter, website and other communications	Final Report provided campus wide	09/30/18
1. E. Develop Student Leadership Skills	Engage students with OIA and Alumni Relations special events and donor relations	Student Party to write thank you notes to scholarship donors. Volunteer with Scholarship Dinner and Auction. Students host guest lecturers	Number of thank you notes written, number of volunteers for each event.	Included in 2017/18 budget	Updates in enewsletter, website and other communications	Quarterly Board Reports; enewsletters.	09/30/18
	Work Study Program	Two students to participate in work study program	Train students in administrative work and tasks for development and fundraising.		Attend OIA staff meetings; meet with Advancement manager regularly	Student work load	
Build College Community							
III. D Bring students, faculty, and staff together in campus-centric activities	Introduce current students to Alumni Relations/ Alumni Association	1. Host fall and spring student gatherings. 2. Host a welcome/ enrollment party	Numbers attending gatherings and lectures. Numbers of new members.	Included in 2017/18 budget	OIA enewsletter, social media, IAIA website;	Survey of student participants	Sept 30, 2018

		for graduating Seniors. 3. Provide 3 Alumni Lectures			Campus-wide emails; printed flyers to advertise events		
III. D. Bring students, faculty, and staff together in campus-centric activities	March Pie Party in Advancement Office. Host Spring Philanthropy Day	Campus wide invitation to meet Advancement staff and enjoy pie. Educational forum describing the purpose and result of volunteering	Attendance	Included in 2017/18 budget	OIA enewsletter, social media, IAIA website; Campus-wide emails; printed flyers to advertise events	Increase in student volunteers in campus wide events	Sept 30, 2018
III. I Grow and Maximize resources for college programs	Endowment and Campus Campaign	1. Foundation Board Strategic Planning. 2. Campaign planning and implementation.	College and Endowment Needs determined for campaign fundraising total.	Donor Funding for Planning Study. Campaign Project Budget	Reports to Foundation Board; Board of Trustees; President and Cabinet	Campaign donations	Sept 30, 2018
III. I. Grow and Maximize resources for college programs	Raise $83,000 in net unrestricted donations	Annual Solicitation Program; direct response appeals; Tribal Government appeal.	Donations raised	Included in 2017/18 budget	OIA enewsletter, social media, IAIA website; direct mail appeals and materials.	Campaign donations	Sept 30, 2018

III. I. Grow and Maximize resources for college programs	Gift Acceptance Policy	Finalize Gift Acceptance Policy	Reviewed and approved by college attorney; Foundation Board and IAIA Board of Trustees	Included in 2017/18 budget	Policy available for reference for gifts of any kind to IAIA.	Approved gift policy for reference and guidance.	Dec 31, 2018
III. I. Grow and Maximize resources for college programs	Tribal Relations	Expand contact with Tribes regionally and nationally.	Number of contacts; donations raised; collaborative efforts	Included in 2017/18 budget	OIA enewsletter, social media, IAIA website; direct mail appeals and materials.	New Relationships and partnerships with Tribes	Sept 30, 2018

Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
Objective 1 – Improve student success Inst. Priority C – Increase scholarship funds	Implement endowment tracking and unitization software, to better track individual values and improve donor reporting.	In collaboration with the Advancement office, the Finance office will identify, procure, install, and train on software that tracks endowment investments and unitizes individual endomwents.	A fully implemented endowment management system that is functioning well for the college will be the effectiveness measure.	Budget to pay for the software will need to be identified by both the Finance office and the Advancement office. It is assumed that there will be set up costs, as well as ongoing licensing. We anticipate that these costs will total roughly $5,000 per year, with $2,000 in set up fees.	It will be imperative for the Finance office and Advancement office to work together to accomplish this objective.	A fully implemented endowment management system is the deliverable.	3/31/18

Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
Objective 1 – Improve	Develop an online help	Academic Technology will	A completed knowledge	This can be accomplished	Communication will be extensive,	A deployed knowledge	6/30/18

student success Inst. Priority A – Increase involvement of all IAIA stakeholders in student success.	knowledge database that can be used college-wide.	develop and launch an online database that is capable of sharing critical information with students, faculty, and staff.	database that is effectively deployed will be the effectiveness measure.	by Academic Technology staff on existing systems.	to assess what information to include, within the database.	database that is accessible by students, faculty, and staff, will be the deliverable.	

Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
Objective 1 – Improve student success Inst. Priority B – Increase enrollment; improve retention and completion	Develop a new course for online faculty.	Academic Technology will develop and deliver a new course, specifically designed to assist online faculty with developing and delivering courses in an	A deliverable course suitable for online faculty will be the measure of effectiveness.	This can be accomplished by Academic Technology staff on existing systems.	Communication between Academic Technology staff and online faculty will be key to the success of this project.	A completed course that is suitable for delivery and that can be easily replicated, will be the deliverable.	8/31/18

| | | online environment. | | | | | |

Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
Objective 3 – Build college community Inst. Priority D – Bring students, faculty, and staff together in campus-centric activities	Convert the vacated fitness center into a student union/student study space.	A committee of campus stakeholders will be assembled. The CFO and Facilities dept. will work closely with this committee to design and renovate the existing fitness space into a student union/student study space.	A collaborative approach yielding a renovated, usable space will be the measure of effectiveness.	Budgetary needs will be significant. It is estimated that this project will cost roughly $50,000. Title III funding may be a suitable funding source.	Communication between campus stakeholders, the committee, the CFO, and Facilities staff will be essential.	A renovated, functional student union/student study space, in place of the existing fitness center, will be the deliverable.	7/31/18

Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
Objective 3 – Build college community Inst. Priority H – Implement a deferred maintenance and equipment replacement schedule	IT will develop an inventory of all computing equipment currently in use and then assess that list for useful life remaining on the equipment.	IT will need to conduct a comprehensive inventory. This inventory will then need to be cross checked for dates that the equipment was placed into service. Once the list has been completed, IT will distribute equipment information to departments for replacement planning.	Distributing a completed, computer equipment list to each department for planning purposes will be the measure of effectiveness.	This project can be completed with existing IT staff. No additional budget will be necessary.	Communication to individual departments will be necessary, once the inventory lists are compiled.	A completed inventory listing with equipment age, suitable for distribution, will be the deliverable.	9/30/18

Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
Objective 3 – Build college community	The Finance office will assess all forms	The Finance office will audit every piece of	A reduction in the amount of paper required,	This project can be completed with existing	Communication will be limited, as this is	Smoother, less onerous processes and	3/31/18

| Inst. Priority I – Grow and maximize resources for college programs | that it requires for submission. The goal of the project will be to reduce the amount of paper required for the execution of routine requests within the Finance office. | documentation that is required for tasks, ranging from contract execution to check requests, and identify ways that the required paperwork can be reduced. | as well as a reduction in the number of steps necessary to complete routine tasks, will be the measure of effectiveness. | Finance staff. No additional budget will be necessary. | primarily an audit internal to the Finance department. | reduced paper use will be the deliverables. | |

Institutional Priority	*Project Description*	*Action Step(s)*	*Effectiveness Measure(s)*	*Budget Considerations*	*Communication Considerations*	*Deliverable(s)*	*Expected Completion Date*
Objective 3 – Build college community Inst. Priority I – Grow and maximize resources for college programs	The CFO will lead a committee of campus stakeholders in the design and renovation of various spaces within the academic building.	A committee of campus stakeholders will be assembled. The CFO and Facilities dept. will work closely with this committee to design and renovate the studio spaces,	A completed renovation of the academic building will be the effectiveness measure.	Budgetary requirements will be extensive. It is estimated that this project will cost roughly $250,000. Title III funding may be available for use.	Communication between campus stakeholders, the committee, the CFO, and Facilities staff will be essential.	A completed renovation of the academic building that makes it more usable and conducive to learning, will be the deliverable.	8/31/18

		classrooms, and offices, within the academic building.					

Institutional Priority	*Project Description*	*Action Step(s)*	*Effectiveness Measure(s)*	*Budget Considerations*	*Communication Considerations*	*Deliverable(s)*	*Expected Completion Date*
Objective 4 – Build college community Inst. Priority F – Strengthen the connection between the college, its museum, and the larger Santa Fe community	The Museum Store will develop a searchable database of all books currently in inventory and for sale in the store. This will make searching for individual titles much easier for customers and should increase sales.	The inventory of books for sale within the Counterpoint system will need to be imported into a searchable database program.	A database that is searchable by subject or title, to assist customers, will be the measure of effectiveness.	It is estimated that the database setup, as well as staff training will cost roughly $2,000.	Communication will be limited to Museum Store staff.	A completed, searchable database of book titles will be the deliverable.	6/30/18

Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
Improve Student Success							
I.E Develop student leadership skills	Student Success and Leadership Identify students for work-study and internship program	Recruit 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 confirmed	Staff meets with students regularly and student are invited to all staff meetings	Report regarding how many participated	9/30/18
Strengthen Academic Programs							
II.A Develop and promote an indigenous assessment model	Identify issue of honor's collection ownership	Review law and meet with attorney if determined necessary	Ownership identified and confirmed	None (unless we meet with an attorney)	Meet with internal committee regularly and present to president	Ownership finalized	9/30/18
	Strategic Plan 2020	Revise and update Strategic Plan	Plan updated	None	Review Plan with museum staff, a faculty member and student	Plan finalized	1/30/18
	Begin American Alliance of Museums accreditation process	Draft collection's policy; code of ethics; abandoned property and disaster plan	Submit strategic plan (including mission statement) collection's policy; code of ethics; abandoned property and disaster plan drafts to AAM to begin one-year self-self-study for accreditation.	None	Meet with internal Accreditation Committee regularly; update Dr. Martin, and Bill Sayer	Strategic plan; collection's policy; code of ethics; abandoned property and disaster plan drafts accepted by AAM	5/1/18
	AAM Accreditation process	AAM returns documents with suggested changes	Documents revised and self-study begins	$2,500 to AAM to begin accreditation process	Meet with internal accreditation committee regularly	Documents revised and self-study started	9/30/18

	AAM Conference	Attend AAM Conference to attend session on accreditation	Information gathered for accreditation	$2,500 travel to conference	Communicate to accreditation committee	Another step towards receiving accreditation	6/18
Build college Community							
III.C Implement a faculty and staff prof. development plan	Professional development opportunities for staff	Identify professional development courses for staff	Staff attend appropriate training for their positions	$10,000	Quarterly updates to President and board	Retain Staff	9/30/18
III.D Bring students, faculty, staff together in campus-centric activities	Student Success Artists visiting museum meets with students	Identify artists who are traveling to Santa Fe for exhibitions and programming; Invite them to present at campus or invite students to attend programs at museum	Two or more artists present at campus or museum and work with students	$5,000 costs of artists travel	Invitations through IAIA email and social media such as Facebook and Twitter	Students learn new ideas and techniques from visiting artists	9/30/18
III.F Implement an internal and external marketing/ communications plan	Work with Director of Communication, Eric Davis to develop local and national plan for this fiscal year	Meet regularly 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 how many visitors and where they are from	9/30/18
Advance Contemporary Native arts and cultures							
IV.A Expand collaboration between the museum, academic and student support programs	Students and faculty invited to all museum programming	Attend faculty meetings and ASG to invite to exhibits & events; send electronic invitations; place on Facebook, Twitter and	Count faculty and students at museum events	$5,000 – cost of programming	Invite staff, faculty and students at meetings and via electronic mail	List of faculty and students who attend museum events	9/30/18

		Instagram					
IV.C Advance scholarship and dialogue on indigenous arts and cultures	Publish a catalog for Action/ Abstraction Redefined	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	9/30/18
IV.D Grow the IAIA collection	Continue growing collection	Meet with collectors/donors; attend acquisition committee mtgs.	Donors contribute to collection; purchase graduating student works	$5,000 acq's budget. $500 meals and stewardship	Update President and Board quarterly regarding donations	Report listing all donations	9/30/18
IV.E Engage with indigenous communities world-wide	Tribal Relations Library Family/ Friend Pass day (collaboration with O'Keeffe Museum)	Staff will hand deliver passes to local pueblo libraries and cultural centers	Pueblos disseminate passes to families to visit MoCNA and O'Keeffe free	No cost. O'Keeffe is paying for the initial costs of this initiative	Contact Pueblos to encourage them to support this program	Store monitors how many Pueblo members participate in this program	9/30/18
	Travel museum exhibitions: *Akunnittini desert ArtLab Last Supper*	*Akunnittini* to Scottsdale Museum of Art; *desert ArtLab and Last Supper* to UNM's Maxwell Museum. All three shows open in 2-18	Exhibits on view at three locations	$2,000 to build soft crates for *Last Supper and desert ArtLab*	Attend openings in Scottsdale and Albuquerque. Update President and board	Receive list of how many visitors saw these exhibitions at other venues	9/30/18
	Exhibition of Suzan Harjo Collection donation	Curate exhibition to open North Gallery in Feb. 2018	Collection is displayed respectfully to honor Suzan Harjo	$500.00	Advertise exhibition	Exhibition opens	2/18
IV.F Strengthen the connection between the college, museum and larger Santa Fe community	Participate on local committees such O'Keeffe Museum Committee to develop program for Family/Friend Pass to visit museums	Attend planning meetings; implement library program to check out passes to visit O'Keeffe and MoCNA. This program will increase Pueblo attendance, but is	Monitor how many families visit the museum	-0-	Communicate with O'Keeffe staff and MoCNA staff for effective program	Number of families visited identified	9/30/18

		also to increase other local audiences					

To: Dr. Robert Martin
From: Judith Pepper
Date: September 30, 2017
Subj: Fourth Quarter Board Report

Mission Objective 1: Improve Student Success

A.   Increase involvement of all IAIA stakeholders in student success

1.1.   Project: Increase President's Circle by 10%

- FY17 began with 120 members, grew to 176 members with 45 members lapsing, ending with 131 members on September 30, 2017.
Percent Completed: 92%

1.2.   Project: Implement Alumni Relations Plan
- Alumni Luncheon - Karl Duncan, President of Alumni Council, Dr. Robert Martin, Sherry Kelsey, IAIA Foundation President and Chee Brossy welcomed the guests to the Alumni Luncheon held on August 18, 2017 at MOCOA. With over 100 guests, 76 Alumni and 24 family members, it was the largest gathering of Alumni at the luncheon. They were enthusiastic and excited to be together.
- Alumni Guest Speakers over the year: Nonabah Sam '05, Jamison Chas Banks '12, Jason Begay, '96,
- Alumni enewsletter sent throughout the year.
- 2nd Alumni print newsletter sent in July.
- Research and design of Alumni Association began in Q4 for implementation in 2018.

Percent Completed: 100%

1.3   Project: Alumni Council

- The Alumni Council met 4 times in 2017 and conducted the elections for 2018 and filled four seats: Tristan Ahtone '06, Kiowa; Tahnee Growingthunder '15, Kiowa/Myskoke/Seminole;

Heidi Brandow '13, Navajo/Native Hawaiian; Cynthia King '73, Red Lake Nations; hoka Skenandore '06, Oneida Tribe of Wisconsin.

- Council Initiatives

Percent Completed: 100%

1.4   Project: Build an organizational culture of Philanthropy

- Met with ASG President and Vice President twice for collaboration with IAIA and Make Santa Fe. Developed student involvement with Scholarship Dinner & Auction to personalize the need for scholarships.
- Presented to Staff Council discussing Advancement fund raising initiatives and department goals.
- Monthly meetings with Marketing.
- Meeting with Financial Aide and Student Success reviewing the scholarship application process for Named Scholarships.

1.5   Project: IAIA Foundation

- Scholarship Dinner and Auction Committee consisting of Foundation Board Members, Advancement staff, IAIA students and Community Volunteers raised a record breaking $229,261,00 for the scholarship fund.
- Nominating Committee identified 9 candidates, 6 of whom were provided orientation of the IAIA mission and the Foundation Board's roles and responsibilities. These 6 candidates each agreed to be presented for Board membership.
- Board resolved to meet quarterly.
- Monthly Advancement enewsletters sent to the Board, internal and external constituents with current information and invitations to IAIA activities.

Percent Completed: 100%

C.   Increase scholarship funds

1.1   Endowment Scholarships

- Advancement is reviewing the endowed scholarship process and appropriate level of giving that creates an endowment.
- Advancement and Finance cost shared the purchase of "Fundriver Software" to manage endowment administration and reporting.

1.2   IAIA Foundation Grows Scholarship Funds

- 2017 Office of Institutional Advancement Scholarship Goal was $725,000.
    - $460,739 raised by donations
    - $229,261 raised by the dinner and auction
    - $690,000 funds raised

Percent Completed: 95%

D.   Track Student Success After College

1.1 Project: SNAAP Survey

The Strategic National Arts Alumni Project (SNAAP) administered by Indiana University, was conducted in Fall 2016 with results in May 2017. IAIA was the only Tribal College of the 77 institutions of higher education participating in the survey. Institutional Research Office shared the results with IAIA Cabinet and Alumni Relations.

Of the 684 IAIA students receiving the email for the online survey, 134 responded for a 20% response rate. This is a good representation of the IAIA graduates and one that Alumni Relations will build on to develop an internal systematic approach for tracking student success after college.

Percent Completed: 50%

E.   Develop student leadership skills

1.1.   Project: Implement Process for Scholarship Recipients to Thank Donors

- A "thank you" notecard party was managed by Advancement Student Worker with scholarship recipients hand-writing thank you notes to donors. This will be an ongoing event to ensure donors are personally thanked by the recipients.
Percent Complete: 100%

Mission Objective 3: Build College Community

G.   Build a performing arts and fitness center

1.1   Project: Private Funds for Moving Forward Campaign / $2,020,000 Goal

- Total Raised to Date: $1,405,000 with the addition of $500,000 in donations from the Welcome Center Capital Campaign = $1,900,000
- 51 inscriptions will be engraved on pavers to be installed at the new PAF
- 14 Significant Donors receiving Naming Opportunities in the new Facility

1.2   Advancement facilitating the Nov 6 Dedication for the Performing Arts and   Fitness Center and the IAIA Open House.

Percent Complete: 95%

I.   Grow and maximize resources for college programs

1.1.   Project: Raise $100,000 in net unrestricted donations

- The total to date of unrestricted donations is $75,815.

Percent Complete: 76%

1.2   Project: Finish Gift Acceptance Policy

- Final Draft submitted to IAIA Attorney for final review.
- Reviewed document will be submitted for approval to Board of Trustees at Nov 7 meeting.

IAIA Gift Acceptance Policy
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7. Commitments
>   ***7.a. Pledges***
>   ***7.b. Statements of Intent***

8. Gifts with Associated Benefits, also known as Quid Pro Quo Contributions
>   ***8.a. Overview of Gifts with Associated Benefits***
>   ***8.b. Auction Procedures***

9. Estate Processing Procedures

10. Appendices

>   ***10.a. Donor Bill of Rights***
>   ***10.b. Partnership for Philanthropic Planning: Model Standards of Practice***
>   ***10.c. IAIA Archive Collections Acquisition Policy***
>   ***10.d. IAIA Museum of Contemporary Native Arts Collection Management Policy***
>   ***10.e. IAIA Public Art Program Policy***
>   ***10.f. IAIA Library Donation Policy***
>   ***10.g. Policy For Naming An IAIA Property, Space, Collection, Program Or Endowment***
>   ***10.h. Donor Relations and Stewardship Policy and Guidelines***
>   ***10.i. IAIA and Affiliated Entities: Overview of Gift Acceptance and Procedures***
>   [STILL TO BE ADDED
>   *10.j. Office of Institutional Advancement Gift Acceptance and Processing Procedures]*

11. Forms and Templates

>   ***11.a Sample Bequest Language***
>   ***11.b. Deed of Gift Form (Archives)***
>   ***11.c. Deed of Gift Form (Museum)***

>   [STILL TO BE ADDED
>   *Gift acceptance form*
>   *Non-cash donation form*
>   *Gift agreement template*
>   *Endowment Policies]*

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1. Gift Acceptance Policy Overview

Institute of American Indian and Alaska Native Culture and Arts Development (hereinafter "IAIA"), encourages the solicitation and acceptance of gifts to IAIA for purposes that will help IAIA further and fulfill its mission. IAIA reserves the right to decline any gift that is not consistent with its mission, mission objectives and/or core values.

IAIA is organized under its Enabling Legislation, Public Law 99-498 Title XV. IAIA became one of three Congressionally chartered colleges in the United States in 1986, and was charged with the study, preservation and dissemination of traditional and contemporary expressions of Native American language, literature, history, oral traditions, and the visual and performing arts.

Section 4414 of the enabling legislation empowers IAIA "(9) to solicit, accept, and dispose of gifts, bequests, devises of money, securities, and other properties of whatever character, for the benefit of the Institute; (10) to receive grants from, and enter into contracts and other arrangements with, Federal, State, or local governments, public and private agencies, organizations, institutions, and individuals."

IAIA was also incorporated as a 501(c)(3) non-profit organization in 2003. In addition, there are two related 501(c)(3) organizations: the IAIA Trust and the Institute of American Indian Arts Foundation (IAIA Foundation). For the sake of financial accounting, IAIA and the IAIA Trust are understood to be a single entity, with the IAIA Foundation as a separate but related entity.

The IAIA Trust was established in 1989 specifically to accept donations for IAIA. The auditors describe the IAIA Trust as "a blended component unit, which is a separate incorporated nonprofit entity controlled by IAIA, recognized and described by section 501(c)(3) of the Internal Revenue Code." Although separately incorporated, the IAIA Trust is governed by the IAIA Board of Trustees, members of which are appointed by the President of the United States.

The Institute of American Indian Arts Foundation (IAIA Foundation) was founded in 2010 to expand the college's capacity to raise private donations to support IAIA's priorities. A separate 501(c)(3) nonprofit organization incorporated in the state of New Mexico, it has its own Board of Directors elected by the members of the IAIA Foundation Board of Directors. The IAIA Foundation's Executive Director, who is also the Director of Institutional Advancement at IAIA, is empowered by the Board of Directors to conduct the day-to-day business of the IAIA Foundation. From an auditing standpoint, the IAIA Foundation is considered a discrete component unit of IAIA and follows the same auditing guidelines and procedures as the College.

1.a. Mission and Values

<u>IAIA Mission</u>
The mission of IAIA is to empower creativity and leadership in Native Arts and cultures through higher education, life-long learning and outreach.

<u>Mission Objectives</u>
  I.   Improve student success
 II.   Strengthen academic programs
III.   Build college community
IV.   Advance contemporary Native arts and culture
 V.   Expand capacity as a 1994 Land Grant institution

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<u>Core Values</u>
- Collaboration: Joining together for student success
- Excellence: Upholding high standards for students, faculty and staff
- Creativity: Encouraging fearless expression in art and life
- Respect: Fostering an understanding of cultures, perspectives and identities
- Integrity: Demanding honesty, accountability and responsibility to one's community, oneself and the world at large
- Sustainability: Being effective stewards of IAIA's financial, human, physical, and natural resources in ways that minimize impact on the environment and ensure the future viability of IAIA

The following policies and procedures govern the solicitation and acceptance of gifts made to IAIA, the IAIA Trust or the IAIA Foundation, or for the benefit of any of IAIA's programs, including but not limited to the Museum of Contemporary Native Arts (MoCNA) in downtown Santa Fe.

Unless specifically designated otherwise, "IAIA" throughout this document means IAIA, the IAIA Trust and the IAIA Foundation.

> Commented [PI1]: Need to be sure this is true –in several places it may not be clear which organization is being discussed.

1.b. Office of Institutional Advancement

<u>Office of Institutional Advancement: Operating Principles for Fundraising at IAIA</u>
Note: This section was approved by IAIA President, Dr. Robert Martin, prior to the drafting of this Gift Acceptance Policy.

The Office of Institutional Advancement (OIA) oversees fundraising for gifts and donations (as opposed to grants and contracts, which are overseen within IAIA by the Office of Sponsored Programs). The OIA serves as the IAIA community's resource for information, guidance, and expertise on all issues related to obtaining gifts in support of IAIA. The OIA staff encourages everyone at IAIA to embrace a culture of philanthropy and welcomes all staff, faculty, and students to participate in the process of raising funds for IAIA's priorities. Questions about donations – such as contribution ideas, gift parameters, donation restrictions, giving and gift acceptance policies, and more – may be addressed to the OIA staff, whose job it is to provide this professional expertise to the IAIA community.

The Board of Trustees and the President establish the current and future fundraising priorities for IAIA and task the OIA with the responsibility for achieving these goals. This responsibility includes creating, planning, implementing, managing, assessing, and coordinating all activities related to fundraising at IAIA. Tasks include, but are not limited to, the cultivation, solicitation, and stewardship of gifts for IAIA and all its departments, centers, programs, projects, operations, and other institutional objectives.

While the OIA embraces a culture of philanthropy across the whole of IAIA, the department recognizes there must be guidelines to raise funds responsibly. IAIA must approach its fundraising efforts in a planned and coordinated manner that fosters trust, engagement, and strong ongoing relationships with IAIA's various donors. For IAIA and the OIA to accomplish their fundraising objectives, it is imperative that the following principles be observed:

- IAIA follows best practices in fundraising, as established by nationally recognized organizations such as the Association of Fundraising Professionals (AFP), Council for

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Advancement and Support of Education (CASE), Partnership for Philanthropic Planning, and others.
- IAIA follows all legal requirements – and IAIA's Gift Acceptance Policy – regarding the acceptance of donations.
- IAIA avoids duplicate/overlapping requests to donors.
- IAIA uses limited resources to maximize donations and to address institutional priorities.
- A donor does not "belong" to any one individual or department but is considered a contributor to IAIA.

The OIA is responsible for upholding the principles stated above and therefore oversees, coordinates, and determines all fundraising activities and solicitations to any of IAIA's constituents, including (but not limited to) alumni, students, faculty, staff, donors, members, visitors, IAIA event ticket-holders, friends, volunteers, affinity groups, businesses, and corporations. Additionally, the OIA – working with the IAIA Staff Institutional Advancement Committee – oversees the development and implementation of policies governing all fundraising and solicitation activities.

To reiterate, the OIA welcomes the participation of everyone at IAIA in helping to raise vital funds for the College. The objective is to not interfere with effective and enthusiastic fundraising on the part of staff, faculty, and students. Therefore, the OIA staff asks simply that anyone who is interested in helping to raise funds inform the OIA staff of his/her planned activities before approaching any current or prospective donor.

If any person, department, center, program, or project solicits a gift without the prior knowledge of, and/or approval from the OIA, the OIA has the right – in consultation with the President – to not accept that gift.

Legal Counsel
Only attorneys, licensed to practice in the state of New Mexico or a state in which legal counsel is required regarding a particular gift, and serving as counsel on behalf of IAIA shall be authorized to offer legal opinions to IAIA on matters related to gift solicitation, acceptance and disposition.

IAIA shall seek the advice of legal counsel in matters relating to acceptance of gifts where a question arises as to whether a gift is appropriate and complies with these policies.

Conflicts of Interest
All prospective donors shall be strongly urged to seek the assistance of their own legal and financial advisors in matters relating to their gifts and the resulting tax and/or estate planning consequences.

At no time shall any IAIA staff member or volunteer involved in the solicitation of a gift to IAIA serve as professional, legal, tax or financial advisor to a donor or prospective in matters relating to a gift.

Ethical Considerations
IAIA is committed to ethical engagement. All solicitations on behalf of IAIA or any unit or program thereof shall comport with the standards in the Donor Bill of Rights, as developed by Council for Advancement and Support of Education (CASE) and other national organizations recognized by IAIA. Additionally, all fundraising staff shall adhere to the *Model Standards of*

Commented [PI2]: Need a qualifier such as "recognized by IAIA". Don't' want to leave this open to just any national organization.

5

Practice for the Charitable Gift Planner, as adopted by the Partnership for Philanthropic Planning (previously the National Committee on Planned Giving), when soliciting planned gifts. (See Appendices 10a and 10b.)

For these reasons, specifically tailored policies within IAIA, such as the MoCNA Collection Management Policy and others, are appended to this document. Changes to those will be submitted to the Advancement Office and cooperatively reviewed for consistency with the principles in this institutional Gift Acceptance Policy. (See Appendices 10c-10g.)

1.c. Purpose, Definitions and Procedures

Purpose

Staff members and volunteers of IAIA solicit current and deferred gifts from individuals, corporations and foundations to further and fulfill IAIA's mission.

The purpose of this policy is to:
- Outline the different ways that donors may give to IAIA.
- Outline the acceptance and recognition of gifts to IAIA.
- Provide guidance to IAIA staff and volunteers who solicit gifts to IAIA.

These policies shall apply to all charitable gifts received by IAIA for any of its units, programs and services.

Gifts and Grants – Definitions

Gift – A Definition
The terms gift, donation or contribution may be used interchangeably throughout this Policy. To qualify as a gift to IAIA, the following conditions must be met:
- The transfer of cash or other assets must be voluntary;
- The transfer of cash or other assets must be unconditional; however, revocable or irrevocable gifts in estate plans are acceptable;
- The transfer must be in furtherance of IAIA's charitable mission; and,
- The transfer must be non-reciprocal, which means there must be no implicit or explicit statement of exchange, purchase of services, or provision of exclusive information to the donor in exchange for his or her gift, other than in terms of lawful charitable trusts such as those described in Section 5, Split-Interest Gifts.

If a donor receives benefits in exchange for his or her gift to IAIA, the fair market value of the benefits he/she receives must be noted on any receipting in accordance with IRS regulations.

Fair market value (FMV) is the price that property, goods or services would sell for on the open market. FMV is the price that would be agreed on between a willing buyer and a willing seller, both acting voluntarily, and both having reasonable knowledge of the relevant facts.

The purpose of a gift may be restricted or unrestricted. A restricted gift is a contribution designated for a specific purpose, program or project. If the donor does not specify any restrictions, the gift is unrestricted and the recipient of the gift allocates the funds at its own discretion.

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Grant – A Definition

A grant, unlike a gift, is normally a written agreement to carry out a specified project and may require performance of specific duties such as research, budget reports, progress reports, and return of unused funds. A grant that requires performance on the part of IAIA must be processed through established IAIA procedures as overseen by the Office of Sponsored Programs under its operating guidelines. A grant received pursuant to a proposal that requires no performance on the part of IAIA, no technical report, and has no provisions for intellectual property and/or publication rights, may be treated as a gift.

Indicators of Gifts vs. Grants

The following chart provides examples of factors that are generally indicators of a gift or a grant:

FACTOR	GIFT INDICATOR	GRANT INDICATOR
Source	- Individuals - Nonprofit organizations (including foundations) - Corporations - Corporate foundations - Other, such as donor advised funds (Family or individual foundations are generally treated as individuals)	- Government Agencies - Nonprofit organizations (including foundations) - Corporations - Corporate foundations
Purpose	Donor may specify an area of interest or a goal to be funded with the donor's gift	Donor specifies how the funds should be used, as outlined in supporting documentation (award letter or grant agreement)
Value Exchange	No implicit or explicit value is exchanged other than recognition	No implicit or explicit value is exchanged other than fulfillment of obligations imposed by the grant, recognition and/or reporting required by the grant.
Reporting	IAIA has no obligation to report to the donor on how the gift is used, unless imposed as a condition of the gift. IAIA may provide such reports at its sole discretion as an opportunity for donor stewardship and cultivation.	Donor requires performance of specific duties, such as research, budget reports, progress reports, return of unused funds, etc.
Proposal Process	Initiated by donor, President, Advancement staff, faculty, etc.	Initiated by donor, President, faculty, staff working with the Office of Sponsored Programs
Document	Letter with gift and/or gift agreement	Award letter and/or grant agreement
Deadline/Terms	No time period is associated with the use of funds	Requires a specific time period for conducting projects
Excess Funds	None	May be required to return to donor

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Penalty for non-performance	No penalties for failing to use the funds.	Penalties may exist for failing to use the funds as outlined by the grant, and/or to deliver the performance items on a timely basis
F&A Cost Rates	None.	F&A (facilities and administrative) cost rates as defined by the funder and/or the agreement between the funder and IAIA.

Procedures

Accounting

All gifts to IAIA will be used, and all IAIA financial records will be maintained and labeled, in a manner consistent with the requirements of the New Mexico version of the Uniform Prudent Management of Institutional Funds Act (UPMIFA), together with further requirements as may be needed for accurate and consistent audits in accordance with Generally Accepted Accounting Principles.

> Commented [PI3]: **Need to confirm.**

IAIA accounts for all contributions in its financial statements in accordance with Government Accounting Standards Board (GASB) Rules for classifying gifts. These same reporting classifications are recorded in the OIA development database (hereafter referred to as the "development database").

Per the definitions in the section above:
- Grants are processed by IAIA.
- Gifts other than in-kind gifts, are processed through the IAIA Foundation, and then transferred to IAIA Trust.
- In-kind gifts (also known as noncash gifts), with the exception of auction gifts, are processed through IAIA. In-kind donations to any IAIA collection appraised at a value of over $5,000 are recorded as assets. Auction gifts are processed through the IAIA Foundation.

Gift Acknowledgment

The IRS requires that nonprofit organizations substantiate charitable contributions of $250 or more in a written acknowledgment that contains the following information:
- o Name of the organization;
- o Amount of cash contribution;
- o Description (but not value) of non-cash contributions;
- o Statement that no goods or services were provided by the organization, if that is the case;
- o Description and good faith estimate of the value of goods or services, if any, that organization provided in return for the contributions.

IAIA and the IAIA Foundation consider it a best practice to substantiate all charitable contributions of any amount in a written acknowledgment containing the above information.

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The acknowledgment and disclosure requirements differ for gifts with associated benefits, called "quid pro quo contributions" by the IRS. These are described in Section 8, Gifts with Associated Benefits, also known as Quid Pro Quo Contributions.

Counting and Reporting

"Counting" and "reporting" are terms used by advancement offices to track all of the gifts, pledges, deferred gifts and gift arrangements in estate plans received during a specified period towards a specific fundraising goal or campaign. (Definitions of terms like "pledge" and "deferred gift" are provided in the relevant section of the Gift Acceptance Policy, for example, Section 4 Deferred Gifts.)

The intent of counting and reporting is to reflect the total impact of fundraising efforts by representing all gifts, pledges and deferred gifts at their face value. The CASE (Council for Advancement and Support of Education) Management and Reporting Standards provide the standard reference for counting and reporting by colleges and universities.

IAIA primarily counts and reports gifts on an annual basis. Pledges, Statements of Intent and deferred gifts are recorded or noted in the development database and are tracked. Pledges and Statements of Intent are reported in the context of institutional accounting when they have not yet been fulfilled at the end of a fiscal year.

For specific fundraising campaigns, a specific counting and reporting policy may be developed by the Advancement Office, approved by the IAIA Board of Trustees and the IAIA Foundation Board of Directors, and appended hereto. Any special considerations regarding a particular gift vehicle are noted in the section on that type of gift.

Physical Acceptance of Donations

When an IAIA employee receives a donation in the form of check or cash, it is the responsibility of that employee to deliver the funds to the Office of Institutional Advancement (OIA) on the next business day following receipt. If an IAIA employee receives funds while traveling on IAIA business, he/she shall transmit the funds to the OIA on the next business day after his or her return.

Gifts of cash or checks must be delivered in person to the OIA. At the time of delivery an OIA employee must verify the cash or check amounts with the deliverer.

The use of campus or interoffice mail to transmit funds to the OIA is not permitted. Acceptable means of transmission include hand-delivery by the recipient and authorized courier delivery.

Commented [PI 4]: Need to be more specific; courier could be any person hand delivering something.

No IAIA employee may take physical possession of any non-cash item prior to acceptance by the Gift Acceptance Committee (GAC) where such is required. If GAC acceptance is not required for a non-cash item, the employee shall follow the acceptance procedures as outlined in these policies.

The OIA Gift Acceptance and Processing Procedures can be found in Appendix 10.i.

1.d. IAIA Endowment Fund and Quasi-Endowment Fund

<u>Endowment Fund</u>

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Definition

An endowment fund is a trust fund from which the income, but not the principal sum, can be expended, so that the fund is a permanent, self-sustaining source of funding. On an organization's financials, endowment funds are reported as "permanently restricted." Endowment assets are invested so that each year, a portion of the value of the fund may be paid out to support IAIA, and any earnings in excess of this distribution are used to build the fund's market value. In this way, an endowment fund can grow and provide support for its designated purpose in perpetuity. Funds within an endowment fund are typically established to reflect specific donor intent.

Oversight

IAIA (as defined on page 4) has established an endowment fund. Assets placed in the IAIA Endowment Fund are held and administered by the IAIA Trust. The Board of Trustees is responsible for establishing and supervising the Fund's investments and adherence to the Investment and Spending Policy. The IAIA Board of Trustees engages an outside Investment Manager who provides an annual detailed report of investment results.

> Commented [PI5]: **Which IAIA?**

Procedures

A gift goes to the Endowment Fund when the donor specifies in writing that he/she intends that the gift go to the Endowment Fund.

IAIA reserves the right to determine the amount required in order for a donor to establish a named fund for a particular purpose within the endowment.

Quasi-Endowment Fund

Definition

Quasi-endowments are funds earmarked by the governing body—rather than by donors—to act like permanently restricted funds from which income is available for general operations (e.g., a "rainy day fund") or certain specific purposes. In essence, the board decides to treat unrestricted funds as an endowment. Accordingly, these funds are not reported as "permanently restricted" on the organization's financials.

Oversight

The IAIA Board of Trustees have established a Quasi-Endowment Fund. Assets placed in the IAIA Quasi-Endowment Fund are held and administered by the IAIA Trust and managed by the Board of Trustees in accordance with IAIA's Investment Policy. The Quasi-Endowment Fund is held in an account separate from the Endowment Fund.

Procedures

- If an estate gift is $20,000 or more and is not specifically designated to the Endowment Fund, the gift will go to the Quasi-Endowment Fund.
- If an estate gift is less than $20,000 and is not specifically designated to the Endowment Fund, the gift or portions of the gift will be assigned at the discretion of the Gift Acceptance Committee and the President.

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<u>Donor Relations and Stewardship</u>
- The Policy For Naming an IAIA Property, Space, Collection, Program Or Endowment is in Attachment 10.g.
- The Donor Relations and Stewardship Policy and Guidelines is in Attachment 10.h.

1.e. Structure of the Gift Sections 3-6

The sections pertaining to gifts are structured as follows:
1. Definition of the Gift Type
2. Illustrative Examples of the Gift Type
3. Acceptance and Processing Procedure
4. Gift Acceptance Considerations
5. Donor Relations and Stewardship
6. Campaign and Annual Counting Guidelines

2. IAIA Gift Acceptance Committee

2.a. Purpose
The purpose of the IAIA Gift Acceptance Committee (GAC) shall be to:
- Review complex gifts to ensure compliance with all legal and financial standards.
- Ensure that proposed gifts will not unduly restrict IAIA if accepted.
- Review any gift that requires the use of IAIA resources to either accept or maintain.
- Permit flexibility in the application of the Gift Acceptance Policies and Procedures.
- Recommend certain naming and other special recognition decisions to the IAIA Board of Trustees, consistent with the "IAIA Policy for Naming an IAIA Property, Space, Collection, Program or Endowment", contained in Addendum 10d to this Gift Acceptance Policy.

2.b. Composition
The Gift Acceptance Committee shall include the following voting members:
- Director, Institutional Advancement
- Chief Financial Officer or Controller
- A member of the IAIA Foundation Board of Directors, appointed by the Chair of that Board
- A member of the IAIA Board of Trustees, appointed by Chair of Board of Trustees
- Academic Dean
- President of the Associated Student Government (ASG)

The individuals listed below may be called upon on an *ad hoc* basis to provide advice and counsel. These individuals shall not vote on Gift Acceptance Committee decisions and their participation in emails, discussions and meetings, although permitted, is not required.
- Director, Facilities
- Museum Director
- Library Director
- Archivist
- Cabinet members representing departments designated for donations.
- General Counsel

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The President of IAIA or the Chair of the IAIA Board of Trustees may, under special circumstances, overturn any decision of the Gift Acceptance Committee.

2.c. Purview of the Gift Acceptance Committee

The purview of the Gift Acceptance Committee does not include 1) gifts to the collections with separate, approved governing policies, i.e., the IAIA Museum of Contemporary Native Art, the Library, Archives, and the Public Art Program; 2) in-kind gifts to fundraising events administered by the Advancement Office; and 3) other gifts as identified elsewhere in this policy as excluded.

The following types of gifts must be approved by the Gift Acceptance Committee, and that approval reviewed by the IAIA President and the Chair of the IAIA Board of Trustees, *prior to acceptance*:
- Any gift that is a non-cash asset with a fair market value of $5,000 or more that cannot be readily liquidated.
- Any gift that is a non-cash asset with a fair market value of $5,000 or more where the asset will not be liquidated and is offered for the use of any unit, program or employee of IAIA.
- Any non-publicly traded security with sale restrictions or stipulations.
- Any gift of real property, regardless of its estimated fair market value.
- Any trust where IAIA is named Trustee.
- Any gift or challenge grant that will require an outlay of IAIA resources to accept or maintain, or which expose IAIA to liability. (For example, a gift from an estate may carry with it a risk of exposure to litigation.)
- Any other type of gift that the Advancement Office requests the Gift Acceptance Committee to review.

Examples of specific instances of gifts that must be presented to the Gift Acceptance Committee are noted throughout the following Policies and Procedures.

Process
1. An IAIA employee involved in the solicitation of a gift requiring prior approval of the Gift Acceptance Committee will complete a Gift Acceptance Form and submit it to the Director of Institutional Advancement. If necessary, the employee may consult with the Advancement Office for assistance completing the form.
2. The Director of Institutional Advancement or a designee of said Director will review the submission and follow up with the submitting employee to ensure that all relevant information has been gathered. The Director and the submitting employee will work together to obtain all information necessary to complete the form.
3. The Director of Institutional Advancement will transmit the Gift Acceptance Form and any supplemental information to all members of the Gift Acceptance Committee via an email or hard copy.
4. Each member will reply within ten (10) business days, or another timeframe agreed upon by the Gift Acceptance Committee, with his or her vote. During that consideration period, members of the Gift Acceptance Committee may use email to discuss and debate the issues that the gift presents, if any. Each member may recommend one of the following:
   a. Accept
   b. Deny
   c. Table, pending further discussion

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5. A simple majority of votes at the end of the consideration period is required to accept, deny or table a gift. The President of IAIA will break any tie.
6. If members of the Gift Acceptance Committee vote to table the proposal, pending discussion, no fewer than four voting members will convene within ten (10) business days, or another timeframe agreed upon by the Committee, either in person or via phone, to discuss the proposed gift. A summary of the discussion shall be posted via email and a new vote shall be taken. Voting members will have five (5) business days to cast their new vote, unless another timeframe is established by the Committee or unless more information is needed from the donor, and the timeframe cannot be met. If more information is needed from the donor, the Director of Institutional Advancement will reconvene the Gift Acceptance Committee for a final decision once the necessary information is gathered.
7. The recommendation of the Gift Acceptance Committee will be sent in writing to the President of IAIA. The President may approve, disapprove, or require that a decision be tabled pending further action by the Gift Acceptance Committee. The President will notify the Gift Acceptance Committee of his/her decision in writing within five (5) business days of receiving the Gift Acceptance Committee's recommendation.
8. After receipt of the President's decision, the Director of Institutional Advancement will notify the submitting employee of the decision within one business day and deliver to him/her a signed Gift Acceptance Form, indicating the recommendation of the Gift Acceptance Committee and the IAIA President's decision.
9. The submitting employee and the Director of Institutional Advancement will then work together to determine who will communicate the determination of the GAC to the donor.
10. The Gift Acceptance Committee will at all times be bound by all bylaws, policies and procedures of the IAIA Board of Trustees and of the IAIA Foundation.

The President must sign related legal documentation if an accepted gift obligates IAIA to undertake a specific action, such as to establish a program or assume a liability, or to accept a material deliverable such as real property.

3. Outright Gifts
Definition: **Outright gifts are donations of cash or other assets such as stock, real estate or personal property. Outright gifts include cash, securities (stocks and bonds), real estate, tangible personal property, matching gifts and gifts-in-kind.**

This Gift Acceptance Policy distinguishes Outright Gifts from Deferred Gifts, Split-Interest Gifts and Partial-Interest Gifts. Some noncash assets, such as real property and life insurance, are addressed in more than one section since the intention of the donor affects the gift acceptance procedures.

3.a. Gifts by Means of Cash, Check or Credit Cards

Examples of Gifts by Means of Cash, Check or Credit Card:
John Donor wishes to make a gift to the annual fund; he sends a check to the Advancement Office.
Jane Donor hands a $50 bill to the ~~an~~ Director of Advancement at an alumni event.
Joe Donor calls the Advancement Office and makes a $100 gift via credit card.

<u>Acceptance and Processing Procedure</u>

Commented [PI6]: At another meeting? By email? By phone?

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1. All gifts by means of cash, check or credit cards made in person to Advancement Office staff will be entered into receipt logs when they arrive in the Advancement Office.
   a. If cash is offered, a receipt from the Advancement Office will be given to the donor, either from an official receipt book in the Office, or in some other written form from the Director of Advancement who accepts the gift.
   b. All gifts arriving by mail, by courier, or by electronic delivery (such as online donations) will also be logged as soon as received by the Advancement Office.
   c. For gifts of cash, the gift date is the date of delivery to IAIA staff.
   d. For checks, the gift date is the date received by IAIA.
      i. The exception to this procedure is calendar year-end gifts. Gifts postmarked before January 1 of a given year will be recorded with a gift date of December 31 of the previous year.
   e. For Credit/Debit Card donations, made online or by calling the Advancement Office, the gift date is the date the credit card information is entered and approved, regardless of settlement or deposit date.
   f. The contribution receipt issued by IAIA is proof of the date of gift.
2. Donor-stated intent or designation will be honored.
3. The Advancement Office will normally send a gift receipt for tax purposes to the legal donor within 3 business days.
4. Monies from Donor-Advised Funds have already been acknowledged as charitable contributions by the entity holding the funds. For that reason, absolutely no goods or services can be provided in exchange for a gift from a Donor-Advised Fund. This means, for example, that gifts from Donor-Advised Funds cannot be used to procure gala tickets or sponsor a gala table, which inherently are "gifts with associated benefits." IAIA issues thank-you letters but not acknowledgment letters for gifts originating from Donor-Advised Funds.

Commented [PI7]: Is there only one "Director of Advancement"? Or, does this refer to all Advancement Office employees? Can only officers accept such gifts?

Gift Acceptance Considerations
- Who is the legal donor?
- Is the check made payable to IAIA?
- What is the date on the check?
- Is the source of the gift a Donor-Advised Fund?

Donor Relations and Stewardship
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

Campaign and Annual Counting Guidelines
Cash, check, and credit card gifts are recorded at face value on the date IAIA processes the gift, with exceptions as noted above.

Contacts: Advancement Services Manager in the Advancement Office.

3.b. Assignment of Income
Definition: The direction of a taxpayer that income that is earned by him / her actually be paid to another individual so that it will be considered that other individual's income for purposes of federal taxes.

Similarly, a donor may assign to IAIA income that he/she would have received from a third party as payment for services.

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Example: Jane Donor serves on a corporate board. Instead of receiving payment for her service, she redirects that payment to IAIA.

Note regarding direct donation of services: Services rendered pro bono are not deductible donations. Costs of services paid by the donor are.

<u>Acceptance and Processing Procedure</u>
1. IAIA does not accept third party checks. A donor may request that income be remitted directly to IAIA and that any check drafted be written in IAIA's name. Such income may be designated by the donor.
2. If the check is payable directly to IAIA by the third party, a communication must accompany the check identifying the payment as a charitable contribution designated to IAIA by the donor and that, for the donor to be the legal donor, the donor must have been liable for income tax on the money paid to IAIA by the third party.
3. The gift receipt for tax purposes will be sent to the legal donor.

<u>Gift Acceptance Considerations</u>
- Who is the legal donor?
- Was the donor assigning the income to IAIA actually liable for income tax on the payment that offset the charitable contribution?

<u>Donor Relations and Stewardship</u>
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

<u>Campaign and Annual Counting Guidelines</u>
Assignments of income for services rendered will be recorded at the face value of the gift.

3.c. Securities: Publicly Traded Stock
Definition: **S**tock of a corporation which is traded on the stock exchanges (as opposed to stock that is privately held among a few individuals).

A charitable gift to IAIA in the form of stock for which a market quotation is readily available on an established securities market.

Example: Jane Donor transfers to IAIA 350 shares of XYZ, Inc., stock, which trades on the New York Stock Exchange (NYSE).

<u>Acceptance and Processing Procedure</u>

For gifts of publicly traded stock held in a brokerage account, IAIA staff shall follow the steps below:
1. Instruct the donor or the donor's broker to transfer the shares electronically to IAIA at IAIA's brokerage account.
2. Ask the donor or the donor's broker to provide the number of shares, name of the company, the name of the donor, and whether the gift is unrestricted or designated for a particular purpose.
3. The date of the gift is the date the securities are placed in IAIA's account, rather than the date on which the donor gave instructions to the broker to transfer the securities. IAIA's broker will value the stock for gift purposes on the average of the high and low trading values for the security on the date of the gift.

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4. IAIA sells all securities upon receipt.

For gifts of securities held by the donor and endorsed to IAIA, staff shall follow the steps below:
1. Confer with IAIA's broker about delivery of the documentation and liquidation of the securities.
2. The date of the gift is the endorsement date.

<u>Gift Acceptance Considerations</u>
- Can the stock be liquidated?
- Are there any conditions which prohibit disposal of the stock?

<u>Donor Relations and Stewardship</u>
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

<u>Campaign and Annual Counting Guidelines</u>
The value of the stock will be counted according to the broker computation described under Acceptance and Processing Procedure above.

3.d. Securities: Privately Traded Stock
Definition: **Stock for which there exists no public market on a stock exchange, over-the-counter market or otherwise**.

Example: John Donor is the president of a small, privately held company. He gives fifty shares of his company's stock to IAIA.

<u>Acceptance and Processing Procedure</u>
For a privately traded stock, a buyer must be found to identify the value before accepting the stock.

All gifts of privately traded stock must be evidenced by a stock certificate.

For gifts of privately traded stock, staff shall take the following steps:
1. Staff must obtain approval of the GAC before accepting the securities. The IAIA staff seeking approval will work with the Director of Institutional Advancement to determine who will buy the stock and at what price and to prepare the related materials necessary for review by the GAC.
2. IAIA's broker, financial advisor or lawyer will work with the Advancement and the Finance Offices as necessary to find a buyer and establish a price for the securities.
3. The Gift Acceptance Committee will then liquidate the stock.
4. The Advancement Office will send a gift receipt for tax purposes to the donor.

<u>Gift Acceptance Considerations</u>
- Can the stock be liquidated immediately?
- Are there any conditions which prohibit disposal of the stock?
- Is the amount of the gift credit the donor will receive consistent with his or her intentions?

<u>Donor Relations and Stewardship</u>
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

<u>Campaign and Annual Accounting Guidelines</u>

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Gifts of privately traded stock that exceed $10,000 in fair market value are recorded at the fair market value determined by the sale agreement and as recorded on IRS Form 8283.

Gifts of privately traded stock that are less than $10,000 in fair market value are recorded at the fair market value determined by the sale agreement.

Contacts: Director of Institutional Advancement; Advancement Services Manager

3.e. Mutual Funds
Definition: **A mutual fund is an open-ended fund operated by an investment company which raises money from shareholders and invests in a group of assets, in accordance with a stated set of objectives.** There are many different types of mutual funds.

Example: Jane Donor has $40,000 in securities she wants to donate to IAIA. Of that amount, more than half of her investment is held in mutual funds and the rest is held in individual company shares.
This open-ended fund, is in contrast with a closed-end fund, which typically issues all the shares it will issue at the outset, with such shares usually being tradable between investors thereafter.

Acceptance and Processing Procedure

Mutual funds are held in electronic form by a brokerage firm, financial institution or at the mutual fund company itself.

Since the transfers of mutual funds vary widely from firm to firm, these steps may not apply to all instances of how mutual funds should be gifted to IAIA.
1. The Advancement Office will work with the Controller or other appropriate Finance staff member to determine whether the mutual fund shares can be transferred and liquidated, how they are to be transferred and sold, and how long it will take to accomplish the transaction, including receipt of the net proceeds by IAIA.
2. The date of the gift is the date the securities are placed in IAIA's brokerage account, rather than the date on which the donor gave instructions to the broker to transfer securities. IAIA's broker will value the mutual fund shares at the public redemption value, which is the net asset value of the fund on the date the gift was placed in IAIA's brokerage account. This price is published on numerous websites daily.
3. IAIA sells all securities immediately upon receipt.

Gift Acceptance Considerations
- Can the mutual funds be liquidated easily?
- Are there any considerations which prohibit immediate disposal of the mutual funds?

Donor Relations and Stewardship
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

Campaign and Annual Counting Guidelines
Gifts of mutual fund shares are counted at the public redemption value, as described above.

3.g. Partnership Interests
Definition: **A partnership is a type of relationship whereby two or more entities or individuals conduct business for mutual benefit. Partners in the partnership own an**

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Commented [PI8]: Or should this simply be "gift"?

interest, and the transferability of their interests is governed by the partnership agreement. Publicly traded partnerships are traded on a public exchange.

Example: John Donor owns interest in a partnership which leases equipment to franchises. He wants to donate his entire interest in this partnership to IAIA.

<u>Acceptance and Processing Procedures</u>

Publicly traded partnerships may be traded like any other publicly traded securities, absent restrictions in the ownership agreement. The procedures for publicly traded securities in Section 3c should be followed.

Partnership agreements that are not publicly traded should be treated like privately traded securities and the procedures in Section 3d should be followed.

Gifts of partnership interests, such as Founder's stock, a limited partnership investment fund, or a Master Limited Partnership, should be sent to the Gift Acceptance Committee to consider the merit of accepting and holding the gift.

3.h. Real Property
Definition: **Also called "real estate" or "realty," real property includes land and any buildings or other structures and any natural resources on or under that land.** (Please also refer to separate policies herein governing other real estate related possibilities, including sections on life estates, bargain sales, oil/gas/water/mineral interests, timber and qualified conservation contributions, as well as planned gifts funded with real property.)

Examples:
Jane Donor owns 100 undeveloped acres in the mountains that she would like to give to IAIA.
John Donor would like to donate his house in Santa Fe to IAIA.
Jane Donor proposes funding a charitable remainder trust with her vacation home. (Any proposed gift of real property to fund a planned gift will be subject to the Gift Acceptance Policies governing both Real Property and the proposed type of planned gift vehicle, such as a bequest, life estate or charitable remainder trust.)

The acceptance process in this policy is only intended to provide a general framework on how gifts of real property may be evaluated for acceptance. All proposed gifts of real property require the approval of the IAIA Board of Trustees. Accordingly, the Gift Acceptance Committee will coordinate with the Finance Office on all proposed gifts of real property.

Due to the complexities of gifts of real property and the potential for liability for IAIA, IAIA staff and volunteers should proceed with caution in discussing such gifts with prospective donors. At no time prior to full approval should a staff member or volunteer accept a gift of real property or suggest to the prospective donor that such acceptance is likely to or will occur.

Approval must be granted by the GAC in accordance with IAIA's guidelines on gifts of real estate, with final approval coming from the IAIA Board of Trustees. To shield IAIA from claims of undue influence or conflict of interest, all deeds of title for gifts of real estate shall be prepared by the donor's attorney or title company, not IAIA. These deeds must then be reviewed by IAIA's General Counsel prior to execution and acceptance.

<u>Acceptance and Processing Procedure</u>

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1. IAIA will not accept gifts of an interest in a timeshare property.
2. In general, real estate with a value estimated by the donor or others to be $100,000 or greater will be considered for a gift.
3. No gift of real estate will be accepted without:
   a. A current appraisal conducted by a qualified appraiser. This appraisal shall be the responsibility of the donor. IAIA may also choose to conduct an independent appraisal; if so, IAIA will bear the costs of that appraisal.
   b. A qualified appraisal completed no earlier than sixty days prior to the date of gift. To avoid any conflict of interest, IAIA cannot and will not pay for, nor reimburse, a donor for his/ her appraisal costs.
   c. Title search and title policy.
   d. Marketability check completed under the umbrella of a standard appraisal.
   e. On-site evaluation conducted by the President of IAIA or his/her designee.
   f. Appropriate environmental impact study of the property to ascertain if it is subject to environmental restrictions, sanctions, toxic wastes, or otherwise encumbered so as to cause possible liabilities for IAIA, unless such study is waived by a vote of the GAC.
   g. Conveyance by special warranty deed (preferred to quit claim deed) properly recorded at the related recorder of deeds office. All gifts of real estate must be processed in accordance with governing law; failure to do so may result in an incomplete gift.
4. It is the responsibility of the donor to cover all the costs incurred by an environmental impact study and to procure and pay for the title search and full appraisal, unless waived by the GAC.
5. Special attention shall be given to the receipt of real estate encumbered by a mortgage. The value of the donation is reduced by any mortgage of unpaid tax liability encumbering the property.
6. No gift of real estate will be accepted with the understanding that it will be held in perpetuity or subject to rights of reversion or other conditions.
7. Any exception to the gift policy for real estate must be approved by the full Board.
8. Staff must obtain approval of the Gift Acceptance Committee before accepting the gift.
   o The Gift Acceptance Committee will coordinate with IAIA legal counsel, the Finance Office and other related departments or Board committees as needed, and will abide by all related IAIA guidelines and procedures.
   o Real estate transactions require the express approval of the Board of Trustees.
   o The IAIA staff seeking approval should consult the Advancement Office prior to seeking Gift Acceptance Committee approval.
9. If the gift is approved, the Advancement Office will coordinate the gift with other departments within IAIA and external parties as needed.
   o IAIA reserves the right to liquidate, upon transfer or any time thereafter, any real property obtained through charitable donation, unless otherwise specified in a legally binding agreement between IAIA and the donor(s).
10. Shortly after the gift has been completed, the gift will be recorded as a donation at its appraised value.

Gift Acceptance Considerations
- For commercial or industrial real estate, who will pay for the Phase 1 Environmental Site Assessment?
- Is the property subject to mortgage or debt, real estate tax or zoning restrictions?
- Are there any unrelated business income tax issues?

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- Is it in the best interest of IAIA to take immediate steps to liquidate the real estate or to hold and use the real estate?

Donor Relations and Stewardship
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

Campaign and Annual Counting Guidelines
Gifts of real property are counted at the values placed on them by a qualified independent appraiser as required by the IRS for valuing non-cash charitable contributions.

3.i. Tangible Personal Property
Definition: **Tangible personal property is an asset that can be touched, handled, or moved by an individual, as opposed to intangible assets. Tangible personal property includes vehicles (such as cars, trucks and boats), art, furniture, jewelry, coin or stamp collections, and similar assets.**

Examples:
Jane Donor owns an automobile she wishes to donate to IAIA.
John Donor owns a contemporary painting he wishes to donate to IAIA.
Jillian and Jorge Donor own a collection of rare books they wish to donate to the IAIA library.

Acceptance and Processing Procedures.
When IAIA accepts gifts of tangible personal property, it may also be accepting risks and responsibilities of maintaining that asset. Gifts of tangible personal property can also create risks for the donor. Therefore, any gift of tangible personal property must be approved by the Gift Acceptance Committee, except for:
- Donations to be used in an auction or other special event. For items donated for auction or special event, refer to Section 8.b. on Auction Procedures.
- Donations to the collection of the IAIA Museum of Contemporary Native Arts, for which the related Collection Management Policies and Procedures shall be followed.
- Donations to the IAIA Archives, for which the related Archives Collection Acquisitions Policy shall be followed.
- Donations to the IAIA Library, for which the related Library Donation Policy shall be followed.
- Donations to the IAIA Public Art Program, for which the IAIA Public Art Program Policy shall be followed.
- Donations of items with an estimated value of less than $5,000. A proposed item or group of items valued at less than $5,000 that are not for auction or special event, nor for one of the above-named exceptions, will be submitted to the IAIA President's Cabinet member whose department would be the beneficiary.
- A Non-Cash Donation Form must be completed and other related documentation regarding the gift must be maintained for all gifts of tangible personal property, including the exceptions above.

1. Contact the Advancement Office for assistance completing the Non-Cash Donation Form for tangible personal property.
2. Once the Gift Acceptance Committee has approved acceptance of a gift of tangible personal property, the Director of Advancement must be sure that any required

Commented [PI9]: First time this term is used? Needs for definition/explanation.

Commented [PI10]: What documentation?

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agreements governing the gift are completed, in coordination with the Finance Office, IAIA legal counsel and other parties as necessary.

3. The Advancement Office must provide the donor with a Non-Cash Donation Form for completion so that the donor receives legal credit in the gift recording system. If the donor declines to complete the form, the Director of Advancement may write "N/A" as the fair market value. In some instances, specific IRS forms must be completed; these are covered in item 4, below.

   o The IRS requires that donors seeking to make a gift of tangible personal property with a fair market value in excess of $5,000 obtain a qualified appraisal. The donor must obtain this appraisal. The qualified appraisal must be completed no earlier than sixty days prior to the date of gift. To avoid any conflict of interest, IAIA cannot and will not pay for, nor reimburse, a donor for his/her appraisal costs.
   o If IAIA chooses to conduct its own independent appraisal of the property, IAIA will bear all costs of appraisal.
   o If the donor maintains that the value is less than $5,000 on the Non-Cash Donation Form, the value reported by the donor on the Non-Cash Donation Form shall be recorded. In the event that the donor fails to complete the Non-Cash Donation Form, the amount of $1.00 shall be recorded.
   o IAIA reserves the right to liquidate, upon transfer or any time thereafter, any real property obtained through charitable donation, unless otherwise specified in a legally binding agreement between IAIA and the door(s).
   o Tangible personal property is transferred by conveyance of title to the property or by deed of transfer where such documents govern the sale or disposition of said property, such as vehicles or airplanes. Such property may be conveyed to IAIA or IAIA's designated agent, such as a vehicle auction house. In the case of a designated agent, the donation of vehicles will be processed according to IAIA's contract with the agent and the agent's procedures.
   o The gift is complete when title is transferred, if such a document is required. When transfer of title is not required, the gift is complete when the property is delivered to IAIA.

4. Two IRS forms, Form 8282 and 8283, related to the donation of tangible personal property, which may be referenced in processing gifts of tangible personal property:

   Form 8282, Donee Information Return—Sale, Exchange or other Disposition of Donated Property: A donee organization like IAIA or the IAIA Foundation uses this form to report information to the IRS and donors about dispositions of certain charitable deduction property made within three years after the donor contributed the property. Exceptions to this reporting requirement are gifts of tangible personal property valued at $500 or less and items consumed or distributed in fulfilling the donee's purpose as a charitable organization. (For example, no reporting is required for medical supplies consumed or distributed by a tax-exempt relief organization in aiding disaster victims.)

   Form 8283, Noncash Charitable Contributions: Individuals, partnerships, and corporations file this form to report information about noncash charitable contributions when the amount of their deduction for all noncash gifts is more than $500. This form has two sections, Section A and Section B, and the use of the form varies according to the type of tangible personal property donated.

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Form 8283 Section A is used to report donations of property for which the donor claimed a deduction of more than $500 or $5,000 or less per item or group of similar items. Section A is also used to report donations of publicly traded securities.

Section B is used to report donations of property for which the donor claimed a deduction of more than $5,000 per item or group of similar items.
   a. If a donor claims a deduction for a contribution of noncash property worth more than $5,000, the donor will need a qualified appraisal of the noncash property and must fill out Form 8283, Section B.
   b. If a donor claims a deduction for a contribution of noncash property worth more than $500,000, the donor also will need to attach the qualified appraisal to his/her return.
The IAIA Chief Finance Officer is the authorized signer for Form 8283 once the donor and the donor's appraiser have completed the form.

5. As required by law, the acknowledgment of a non-cash donation does not include the value of the gift. That documentation is the responsibility of the donor.

Gift Acceptance Considerations
- Does transfer of the gift require a title transfer?
- Does the gift appraise in excess of $5,000?
- Does the gift require additional expenditures to maintain the asset after receipt?

Donor Relations and Stewardship
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

Campaign and Annual Counting Guidelines
IAIA does not count gifts of tangible personal property unless and until the asset is liquidated as part of a specific campaign and the campaign counting rules apply. In all cases, the declared value is noted in the development database.

Computer maintenance agreements are not counted since they are contributed services and not goods.

3.j. Intellectual Property
Definition: **Intellectual property refers to the creations of the human mind, such as inventions and artistic or literary works, and to symbols, names, images, and designs used in commerce.**

Examples:
John Donor, a faculty member, gives to IAIA the copyright to his popular book.
Jane Donor, a scientist, donates her patented process for making a vaccine.
Joan Donor, a cartoonist, gives all trademark and licensing rights associated with one of her popular characters.

Acceptance and Processing Procedures.
Because the management of intellectual property rights can be complicated, all gifts of intellectual property, including book or music royalties and residuals, must be approved by the Gift Acceptance Committee and IAIA's General Counsel prior to acceptance.

1. Complete the Gift Acceptance Form for intellectual property.

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2. Once the Gift Acceptance Committee has approved the gift of intellectual property, the IAIA staff member shall work with the Director of Institutional Advancement to complete any additional required agreements governing the gift and coordinate with the related Finance officer or IAIA's ~~General Counsel~~ legal counsel as necessary.

> Commented [PI13]: Whose?

   o An appraisal of the value of the intellectual property is required.
   o The IRS requires that donors seeking to make a gift of intellectual property with a fair market value in excess of $5,000 obtain a qualified appraisal. The qualified appraisal must be completed no earlier than sixty days prior to the date of gift. The donor must obtain this appraisal. To avoid any conflict of interest, IAIA cannot and will not pay for, nor reimburse, a donor for his or her appraisal costs.
   o If IAIA chooses to conduct its own independent appraisal of the property, IAIA will bear all costs of appraisal.
   o IAIA reserves the right to liquidate, upon transfer or any time thereafter, any intellectual property obtained through charitable donation, unless otherwise specified in a legally binding agreement between IAIA and the door(s). Any such restrictions may impact the marketability, and therefore the value of the gift.
3. The gift will be recorded in the Financial Accounting System based on its appraised value.
4. The gift will otherwise be processed per established procedures.

Gift Acceptance Considerations
- Is there potential for unrelated taxable business income, carrying costs, and potential revenue from the gift?
- Are there any legal, ethical or public relations issues which may arise from the acceptance of such a gift?
- Will receiving and enjoying the benefit of the intellectual property subject IAIA to any risk of a legal claim? It may be necessary to obtain paperwork and assurances from the donor verifying his/ her rights and absence of any infringement issues.
- Does the gift include the right to derivative work?
- Does the gift include the right to license in other media?
- Is IAIA required to enforce copyright or restrict derivative use?
- Some intellectual property rights cannot be transferred or can be transferred only under certain conditions.

Donor Relations and Stewardship
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

Campaign and Annual Counting Guidelines
Gifts of intellectual property which qualify for a charitable deduction are noted at their full fair market value.

3.k. Life Insurance
Definition: **A policy that will pay a certain sum to beneficiaries upon the death of the insured.**
Receipt of life insurance as a gift is lawful in the state of New Mexico. Donors may make an outright gift of a policy to IAIA by irrevocably transferring all incidents of ownership in a life insurance policy to IAIA.

> Commented [PI14]: Is this part of the definition?

There are multiple types of life insurance policies. Briefly,

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Term Life: A form of pure life insurance having no cash surrender or loan value and generally furnishing insurance protection for only a specified or limited period of time.

Whole Life: A life insurance policy in which the insured pays a level premium for his or her entire life and in which there is a constantly accumulating cash value against which the insured can withdraw or borrow.

Universal Life: Insurance over a specified period of time, which builds cash value for policyholders over time. This type of policy emphasizes the separation of the portion of the premium that is used to cover the insurance protection from the portion of the premium allocated to an investment that is used to build the policy's cash value.

Variable Life: A distinct type of whole life insurance in which some amount of the death benefit is guaranteed by the insurer but the total death benefit and the cash value of the insurance before death depend on the investment performance of that portion of the premium which is allocated to a separate fund.

Group Life Insurance: Type of life insurance commonly offered by companies to their employees in which there is a master insurance contract providing life insurance benefits to each covered employee.

Many policies are hybrids of one or more of the above types of life insurance policies.

Examples:

John Donor, age 60, bought a whole life policy on his life when his children were very young. Now that his children are grown and the policy is fully paid, he donates it to IAIA which surrenders it and receives cash.
Jane Donor owns a universal life policy on her life that currently has a cash surrender value of $57,000. She transfers it to IAIA which cashes it out and uses the funds for a purpose Donor has specified.

<u>Acceptance Procedure</u>

Terms and Conditions
A donor must transfer all ownership rights in a life insurance policy to receive a charitable deduction. If he/she only specifies IAIA as the beneficiary of the policy, but retains ownership, the donor has made a revocable deferred gift, which will be addressed later in these policies.

IAIA staff should proceed with caution when a donor proposes a gift of life insurance. Often referred to as the "low-rent planned gift," some donors view a life insurance proposal as a way to make a "major gift" with minimal commitment.

IAIA will not:

Accept ownership of term policies as they have no cash value and may not remain in force until the death of the insured.

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Accept group life insurance because it is owned by the employer. *Donors may opt to name IAIA as beneficiary of either a term or group life policy, but that would qualify as a revocable deferred gift as opposed to a current outright gift.*

Participate in any pooled insurance program including Investor-Owned Life Insurance or Stranger-Owned Life Insurance programs.

Endorse any particular insurance product, company, program, agent, agency or company, nor will it provide donor lists to any of them.

IAIA may accept the policy:

If IAIA is the beneficiary and the donor wants to irrevocably transfer ownership of the policy to IAIA, IAIA will accept gifts of whole, variable, or universal life insurance policies that meet the following criteria:

The policy must already be in existence and be fully paid up with no further premium payments due and the policy has positive cash value.

If the policy is not paid in full but at all times IAIA is the owner and beneficiary, and IAIA enters into a contract by which the donor makes a charitable contribution to cover the annual premium and IAIA thereby pays the annual premiums until the donor's death.

<u>Processing Steps</u>

1. When a gift of life insurance that meets the above criteria is proposed, the IAIA staff member should notify the Director of Institutional Advancement, who will assess the policy, consulting with internal and external experts as necessary. The Director of Institutional Advancement will obtain all relevant data on the insured, secure an in-force illustration of the policy, and then submit the proposal to the IAIA Finance office for approval.
2. If approved, the Director of Institutional Advancement will coordinate the transfer of ownership with the donor and insurance company and set up necessary records and systems with the Finance office and Advancement Services Manager in the Advancement Office.
3. The gift will be recorded in the Financial Accounting System (FAS) based on its appraised value.
4. The gift will otherwise be processed per established procedures.
5. Generally, IAIA will immediately liquidate any life insurance policy it receives as a gift but may want to hold a policy on a sick donor.

<u>Campaign and Annual Counting Guidelines</u>

Irrevocable gifts of life insurance policies are noted at their value only if IAIA has been named both owner and beneficiary of the policy. The Interpolated Terminal Reserve Value must be obtained from the issuing life insurance company or a qualified insurance appraiser.

If a donor names IAIA as beneficiary of a policy but does not irrevocably transfer ownership of the policy, the donor has not made a current gift.

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The manner of counting acceptable gifts of life insurance will ~~be counted depending~~ depend on their status. See below for details.

Paid-Up Life Insurance Policies

Paid-up whole life insurance policies irrevocably given to IAIA where no future premiums are payable will be counted at their Interpolated Terminal Reserve Value on the date of the gift. Such policies will be counted at face value as well as at present value for internal purposes.

Realized Death Benefits

When IAIA is owner and beneficiary, or simply the beneficiary of a policy and the death benefit is realized during the campaign period, the insurance company's settlement amount will be counted in campaign totals, less any amounts previously counted.

Gift Acceptance Considerations

- Is the policy paid up?
- Can the cash value be determined?

Donor Relations and Stewardship
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

3.I. Retirement Plan Distributions
Definition: **Distributions are payments made to the account owner from a 401(k), 403(b) or other similar defined benefit retirement plan or, in the case of the account owner's death, to the beneficiary**.

The Consolidated Appropriations Act of 2016 made permanent qualified charitable distributions (QCDs) from individual retirement accounts (IRAs). A donor aged 70½ or older may make an annual direct transfer to a qualified charitable organization totaling up to $100,000 from tax-deferred IRA savings. QCDs automatically count toward the donor's required minimum distributions for the year when the QCD is made.

Acceptance and Processing Procedure
1. Donors aged 70½ and above may make an annual direct transfer of cash or securities to IAIA totaling up to $100,000 from tax-deferred IRA savings. Staff shall follow the steps below:
    a. Instruct the donor or the donor's broker to transfer the distribution electronically to IAIA via IAIA's brokerage account.
    b. Ask the donor or the donor's broker to provide any special information to identify the distribution and whether the gift is unrestricted or designated for a particular purpose.
    c. Date the gift as the date the distribution is placed in IAIA's account, rather than the date on which the donor gave instructions to the broker to transfer the distribution. IAIA's broker will value the distribution in accordance with similar transactions described in this Gift Acceptance Policy.
    d. IAIA sells all securities immediately upon receipt.
2. If donors under the age of 70½ wish to donate from an IRA, the following steps would need to be taken:
    a. The donor should first take a distribution from the plan.

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     b. Pay income tax on that distribution.
     c. Make the charitable gift to IAIA.
     d. Take a charitable deduction for the outright gift. (The charitable deduction may not be available to all donors.)
3. The gift will otherwise be processed per established procedures.

Gift Acceptance Considerations

- Does the donor meet the age requirement of 70½ to make an IRA qualified charitable donation?
- Did the donor directly transfer the QCD to IAIA or withdraw the distribution and donate it to IAIA?

Donor Relations and Stewardship
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

Campaign and Annual Counting Guidelines

Retirement plan distribution gifts are treated as outright gifts and valued at the face value of the gift if cash, and at the liquidation value if other than cash.

3.m. Matching Gifts

Definition: **A gift made by businesses or foundations that match the voluntary contributions of employees or other eligible participants.**

Examples:

Jim Donor works for XYZ, Inc., which matches employee contributions to qualified charities on a 2:1 basis. Jim gives a $50 gift to IAIA and submits a matching gift form. XYZ, Inc. processes the claim and gives IAIA $100.
Jill Donor signs a legally enforceable pledge agreement to pay IAIA $3,000 for five years. In year one, she submits a check to IAIA for $2,000 and includes a matching gift form from her husband's company, ABC Co. IAIA processes the match and receives $1,000 from ABC Co.

Acceptance and Processing Procedure

    Making the match claim
1. Generally, a donor wishing to maximize a contribution to IAIA with a match from his/ her employer may obtain a matching gift claim form from the employer's human resources or benefit office.
2. The donor should complete the portion of the form with the employee information and then submit the form in accordance with the procedures of the matching employer.
3. Advancement Services Manager will complete the matching gift form and submit it to the employer according to the instructions on the claim form, or perform an online confirmation if desired.
4. The gift will otherwise be processed per established procedures.
5. Once the matching gift is received from the employer, the matching gift will be recorded and a receipt sent to the employer.
6. IAIA will extend recognition credit in the form of matching gift credit to the donor who arranged for the match. The matching gift will be designated to the same purpose as the

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original gift unless the donor specifically redirects the purpose. Any donor recognition reports will include matching gift amounts as part of the donor's total recognition credit.

7. Advancement Services Manager will notify the original donor that the matching gift claim has been fulfilled by his/her employer.

Gift Acceptance Considerations
- Is the match being claimed for a gift from a donor-advised fund? If so the matching gift company should be notified of the source of the gift to ensure IAIA's eligibility.

Donor Relations and Stewardship
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.
- IAIA will extend recognition credit in the form of matching gift credit to the donor who arranged for the match. Any donor recognition reports will include matching gift amounts as part of the donor's total recognition credit.

Campaign and Annual Counting Guidelines

Matching gifts received from private and public companies and foundations are recorded at the face value of the gift.

Potential matching gifts, or claims, are treated as Statements of Intent.

4. Deferred Gifts

Definition: **A deferred gift is a gift that is arranged now, but fulfilled later, i.e., a present decision to make a future gift, evidenced by a legal contract.** To make a deferred gift, a person decides to make a donation payable at some future date, either a number of years from now or at death.

In the fundraising field, the terms "deferred giving" and "planned giving" may be used interchangeably. Common methods of planned giving include bequests and beneficiary designations.

Most retirement plans, annuities, and life insurance policies allow the plan or policy holder to decide what should become of those assets in the event of death. They do this by asking the plan or policy holder to designate beneficiaries. The primary beneficiary (or beneficiaries) inherits first.

All donors who make deferred gifts to benefit IAIA are eligible for the Lloyd Kiva New Legacy Circle, a society established by IAIA to recognize and thank donors who include IAIA in their estate plans or make other gift arrangements that defer the gifts for five years or more.

4.a. Bequests

Definition: **A bequest is a gift made through a will or through a trust substituting for a will, such as a revocable trust. Gifts through estates, such as bequests, allow donors to make far larger charitable gifts than they are able to make during their lifetimes while allowing them the use of their assets during life.**

Additional Definitions: Outright, Contingent, Residual, and Specific

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A bequest may be outright or contingent. If outright, IAIA will receive the funds designated, provided there are sufficient assets in the estate to fulfill the bequest. If contingent, IAIA will only receive the funds specified in the bequest under certain conditions.

A bequest may also be specific or residual. A specific bequest directs a sum certain or a particular asset to IAIA. A residual bequest directs a gift of a percentage of the residue of the estate, after all the claims on the estate have been satisfied.

Because bequests are subject to change or revocation at the donor's direction during his/her lifetime, they are revocable gifts.

Bequests through wills and trusts are often referred to as "expectancies," because they are expected, but not certain, to be received at some point in the future.

Some revocable estate gifts are not disclosed to charities, but are discovered only after the death of the donor.

Examples:

Outright specific bequest: Joe Donor makes an outright specific bequest through his will, which reads, "I give and bequeath the sum of $50,000 to the Institute of American Indian and Alaska Native Culture and Arts (IAIA), an educational institution in Santa Fe County, New Mexico, for its general purposes."

Restricted specific bequest: Josephine Donor makes a restricted specific bequest through her will, which reads, "I give and bequeath the sum of $50,000 to the Institute of American Indian and Alaska Native Culture and Arts (IAIA), an educational institution in Santa Fe County, New Mexico, for its endowed scholarship fund."

Contingent specific bequest: Jay Donor makes a contingent specific bequest to IAIA through his will, which reads. "I give and bequeath the sum of $50,000 to my cousin Jessica Donor if she is unmarried at my death, and to the Institute of American Indian and Alaska Native Culture and Arts (IAIA), an educational institution in Santa Fe County, New Mexico, for its general purposes if she is married at my death."

Contingent residual bequest: Jill Donor makes a contingent residual bequest to IAIA through her revocable trust, which reads. "If neither of my children, Jane and Jack, are living at the time of my death, then I give and bequeath the rest, residue, and remainder of my estate to Institute of American Indian and Alaska Native Culture and Arts (IAIA), an educational institution in Santa Fe County, New Mexico, for its general purposes."

Outright residual bequest: Jeff Donor makes an outright residual bequest of a percentage of his estate through a document, which reads. "I give and bequeath 20% of the rest, residue, and remainder of my estate to Institute of American Indian and Alaska Native Culture and Arts (IAIA), an educational institution in Santa Fe County, New Mexico, for its general purposes."

Acceptance and Processing Procedure

An IAIA staff proposing a bequest to a donor should offer specific language to the donor to share with his/her estate planning attorney. Examples of such language are provided in Section 11a Sample Bequest Language.

Representatives of IAIA are prohibited from drafting a Last Will and Testament or any other related estate planning documents for a donor. This would be a conflict of interest. However, the Advancement Office may provide the names of multiple local estate planning attorneys with whom an IAIA donor might confer for independent legal advice.

IAIA representatives shall not sign as witnesses to wills under which they know IAIA has been named as a beneficiary.

If an IAIA representative learns that he/she has been named executor or other legal actor under a donor's estate plan, the representative shall promptly contact the Advancement Office for assistance requesting that the donor change the document. IAIA representatives should not volunteer to serve as an executor or other legal actor under a donor's estate plan if IAIA has been named beneficiary, unless the donor is the IAIA representative's spouse or other family member and would likely have been named executor anyway.

1. When a donor informs an IAIA representative he/she has included IAIA in his or her estate plan, the representative shall promptly contact the Advancement Office with the known details of the bequest. The Director of Advancement should try to obtain documentation of the bequest, where appropriate and in the best interest of continued cultivation of the donor.

   If the donor is willing to disclose details about the bequest and contract to make the bequest irrevocable, then the gift can be recorded at both its face value and its net present value and may qualify for inclusion in campaign totals. The minimum documentation required to record a bequest would include any of the following:
   o An "Estate Intention Letter" and irrevocability commitment which is signed by the donor and provides an estimate of the amount of the estate gift; or,
   o A copy of the legal document establishing the estate gift, such as the relevant provision of the will or trust. If the legal document does not specify an amount for the bequest, the Director of Advancement should obtain a written estimate of the amount and a contract stating the bequest is irrevocable.
2. If given an option, the Director of Advancement should always strive to obtain both a copy of the actual legal document and an Estate Intention and Irrevocability Letter. Once obtained, this documentation should be sent to the Advancement Office so that the planned gift may be properly recorded as an expectancy. If the donor is unable or unwilling to provide the requested documentation, the IAIA representative should complete the Estate Intention Letter to the best of his/her ability, write "N/A" as the estimated fair market value and add his/her own name in the note at the bottom of the form. When a donor does not provide an estimated fair market value, the estate expectancy will be valued at $1.00.
3. The Advancement Office will retain copies of the backup documentation for the bequest. A scanned copy will be attached to the development database record of the donor, and originals will be kept in donor and Planned Giving files.
4. The bequest will be recorded in the development database as an expectancy.

Gift Acceptance Considerations

- Will this bequest intention supersede the potential for the donor to make a more significant outright gift?

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Donor Relations and Stewardship
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.
- When a donor informs IAIA he/she has made a bequest to benefit IAIA, that donor will be thanked accordingly and informed that he/she is eligible for membership in the Lloyd Kiva New Legacy Circle, regardless of whether proper documentation can be obtained.

Campaign and Annual Counting Guidelines

For specific fundraising campaigns, a specific counting and reporting policy may be developed by the Advancement Office, approved by the IAIA Board of Trustees, and appended hereto. Typically, irrevocable deferred gifts are counted and reported, especially if they are made in response to a particular campaign.

Some nonprofit organizations count bequest expectancies at a discounted amount based on the age of the donor(s).

Revocable bequest expectancies are noted in the development database but are not counted and the values are not publicly reported. Contingent bequests are noted in the database but due to the fact that they are contingent, are not counted.

4.b. Life Insurance Beneficiary Designations

Definition: **A donor may name IAIA as a beneficiary of a life insurance policy without transferring ownership of that policy to IAIA. When a donor only names IAIA as a beneficiary and does not transfer ownership, he/she has made a revocable deferred gift, similar to a bequest in a will. Like a bequest, this gift is an expectancy.**
Naming IAIA as beneficiary is different from making an outright gift of an insurance policy to IAIA. Please refer to the life insurance gift acceptance policy for guidelines on the acceptance of outright gifts of life insurance.

A donor may choose to name IAIA as either a primary or secondary beneficiary. If IAIA is a secondary beneficiary, then the expectancy is contingent, as it depends on the occurrence of another event.

Also refer to information about donations of life insurance in Section 3k.

Examples:

Julie Donor is a 77-year-old widow. She owns a universal life insurance policy with a $250,000 death benefit and names IAIA as beneficiary. She does not want to transfer ownership of the policy and make a current outright gift because the asset has a cash value of $123,000 and she worries she may need that cash one day.

Jesse Donor is a divorced father of four grown children. His children are self-sufficient and he has made adequate preparation for them in his estate plan. He names IAIA as beneficiary of a whole life insurance policy. He does not want to transfer the asset to IAIA, because if he remarries, he will change his primary beneficiary to his new wife.

Joe Donor takes out a term life insurance policy with a $10,000 death benefit and tells Sally Solicitor he would like to give it to IAIA. Sally thanks Joe for his graciousness and explains that IAIA's Gift Acceptance Policy will not permit acceptance of a term policy. However, she

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suggests that he name IAIA as beneficiary of the policy. If the policy remains viable, IAIA will receive the death benefit when Joe dies.

<u>Acceptance and Processing Procedure</u>

Naming a charitable organization as beneficiary of a life insurance policy can have an impact on a donor's estate plan. Accordingly, any donor considering such a gift should be strongly encouraged to consult with his or her legal and financial advisors before making such a gift.

1. If given an option, the Director of Advancement should always strive for a copy of the life insurance beneficiary designation from the insurance company. Once obtained, this form should be sent to the Advancement Office so the planned gift may be properly recorded as an expectancy. If the donor is unable or unwilling to provide the requested form, the IAIA representative should complete the Estate Intention Letter to the best of his/her ability, write "N/A" as the estimated fair market value and add his/her own name in the note at the bottom of the form. When a donor does not provide an estimated fair market value, the estate expectancy will be valued at $1.00.
2. The Advancement Office and/or the Director of Advancement should submit the backup documentation for the beneficiary designation.
3. The Advancement Office will retain copies of the backup documentation for the bequest. A scanned copy will be attached to the development database record of the donor, and originals will be kept in the donor and Planned Giving files.
4. The life insurance beneficiary designation will be recorded as a bequest expectancy.

<u>Gift Acceptance Considerations</u>

- Will this beneficiary designation supersede the potential for the donor to make a more significant outright gift?

<u>Donor Relations and Stewardship</u>
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.
- When a donor informs IAIA he/she has made a deferred gift of life insurance to benefit IAIA, that donor will be thanked accordingly and informed that he/she is eligible for membership in the Lloyd Kiva New Legacy Circle, regardless of whether proper documentation can be obtained.

<u>Campaign and Annual Counting Guidelines</u>

For certain fundraising campaigns, a specific counting and reporting policy may be developed by the Advancement Office, approved by the IAIA Board of Trustees, and appended hereto. Typically, irrevocable deferred gifts are counted and reported, especially if they are made in response to a particular campaign.

The counting and reporting policies for life insurance beneficiary designations mirror those for Bequests.

Revocable life insurance beneficiary designations are noted in the development database but are not counted and the values are not publicly reported.

Contingent beneficiary designations are noted in the development database but are not counted.

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4.c. Retirement Plan Beneficiary Designations

<u>Definition</u>**: A donor may name IAIA the beneficiary of all or a portion of a retirement plan, such as a 401(k) plan, 403(b) plan, IRA (both traditional and Roth), company-based pension plan, and annuities**.

A retirement plan provides people with income, or a pension, after they retire and are no longer earning regular income from employment. Many retirement plans serve as more of a savings device. Employees make regular contributions to retirement plans which appreciate over time. Many retirement plans offer tax deferral on contributed income.

Naming IAIA as a beneficiary of a retirement plan may be an excellent option for some donors. The manner in which IAIA is named will depend on the type of plan and the plan administrator.

Naming IAIA as beneficiary of retirement plan proceeds is not an outright gift but an expectancy, like a bequest in a will. IAIA may be a primary or secondary beneficiary. If the latter, the designation is contingent.

Examples:

Jim Donor has an IRA with $500,000. He has no children and no spouse. He designates IAIA beneficiary of the IRA proceeds. At his death, IAIA will receive the assets remaining in his IRA.

Jeff Donor is employed and has a 401(k) plan. He names Jill, his spouse, as the beneficiary under his plan, and designates IAIA as the secondary, therefore contingent, beneficiary. If Jill becomes the beneficiary, she can do as she pleases with the proceeds. If Jill predeceases Jeff, IAIA will receive the proceeds from the plan.

<u>Acceptance and Processing Procedure</u>

Naming a charitable organization as beneficiary of a retirement plan can have an impact on a donor's estate plan. Accordingly, any donor considering such a gift should be strongly encouraged to consult with his or her legal and financial advisors before making such a gift. Otherwise, follow the Acceptance Procedures outlined for Bequests.

<u>Gift Acceptance Considerations</u>
- Will this beneficiary designation supersede the potential for the donor to make a more significant outright gift?

<u>Donor Relations and Stewardship</u>
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

<u>Campaign and Annual Counting Guidelines</u>

The counting and reporting policies for retirement plan designations mirror those for Bequests.

Refer to Section 3l, Retirement Plan Distributions, for the acceptance and counting of those outright gifts versus the acceptance and counting of these deferred gifts.

4.d. Payable-On-Death / Transfer-On-Death Forms

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<u>Definition</u>: **Payable-On-Death (POD) and Transfer-On-Death (TOD) beneficiary designations are available in many states at financial institutions and for real property. They allow individuals to direct that the assets in a particular account be transferred to another individual or to a charitable organization upon death. Once the designation is completed and the original account holder has died, the beneficiary need only produce a death certificate and identification to take custody of the assets.**

Naming IAIA as beneficiary through a POD or TOD designation is not an outright gift but a revocable expectancy, like a bequest in a will.

Note that this option is not available in all states.

Example: Joanne Donor has a savings account at her local bank with $52,000 in it. She completes a POD form and directs that upon her death, the funds should be payable to IAIA. When Joanne dies, an IAIA representative presents her death certificate and identification and takes custody of the assets.

<u>Acceptance and Processing Procedure</u>

Use of a POD or TOD can have an impact on a donor's estate plan. Accordingly, any donor considering such a gift should be strongly encouraged to consult with his/ her legal and financial advisors before making such a gift.

<u>Gift Acceptance Considerations</u>
- Will this beneficiary designation supersede the potential for the donor to make a more significant outright gift?

<u>Donor Relations and Stewardship</u>
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

<u>Campaign and Annual Counting Guidelines</u>

The Counting and Reporting policies for POD or TOD mirror those for Bequests.

5. Split-Interest Gifts
<u>Definition</u>: **A split interest gift divides the income and principal benefits between charitable and non-charitable beneficiaries.**

According to his/ her circumstances, a donor may find that a split-interest gift like a Charitable Remainder Trust or a Charitable Lead Trust has these advantages: preserving the value of highly appreciated assets; an immediate partial income tax deduction; reduced estate taxes; reduced gift taxes; creating income from non-income producing property.

After a donor has set up and donated to a charitable trust, the donor is allowed to take an income tax deduction and spread it over five years for the value of the gift to charitable organization. The value of the gift to charitable organization is computed according to standards established by the IRS.

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All donors who make split-interest gifts to benefit IAIA are eligible for Lloyd Kiva New Legacy Circle membership.

Corporate matching gifts may not be used to fund split-interest gifts.

5.a. Charitable Remainder Trusts (CRT)

Definition: **A CRT is an irrevocable trust authorized and governed by federal tax law that benefits the donor or other individuals named by the donor (known as "income beneficiaries") for a term of years or lives. Upon the termination of the trust, the remaining assets pass to one or more qualified charities (known as the "remainder beneficiaries.") The donor specifies a payout percentage which the income beneficiaries receive annually. The minimum payout percentage is 5%.**

The donor names a trustee who manages the assets and ensures that both the specified annual payout and the remainder are distributed as per the terms of the trust and in accordance with federal and state law. The trustee has a fiduciary duty vis-a-vis the trust and its beneficiaries. Fiduciary duty is one of the highest standards of duty imposed by law.

CRT's are tax-exempt trusts. The assets within them may be bought and sold without regard to capital gains taxes. However, CRT payouts to individual beneficiaries are part return of principal and part income, and subject to income taxation.

To establish a CRT, a donor should consult an attorney to draft the trust document. He/ she must name a trustee in the trust document. Once the trust is fully and legally executed, the donor may transfer assets into the trust. Often, the initial assets are liquidated and reinvested. A CRT is generally considered appropriate when the donor wishes to place assets of $100,000 or more in the trust.

To prevent a conflict of interest, neither IAIA nor the Foundation will function as trustee for a CRT.

Types of CRTs

> *Charitable Remainder Unitrust (CRUT):* A CRUT distributes a fixed percentage of the fair market value of the trust assets, calculated annually. A donor may make additional contributions to a CRUT after it is established.

> Charitable Remainder Annuity Trust (CRAT)*:* A CRAT distributes a fixed dollar amount based on the original fair market value of the assets contributed to the trust. No additional contributions are allowed. A second CRAT may be established later.

> In addition to the standard CRUT and CRAT, there are three variations of CRUTs. They are described below:

> *Net Income Charitable Remainder Unitrust (NICRUT):* A NICRUT pays income beneficiaries the lesser of a specified percentage payout or the actual net income of the trust. As with a standard CRUT, the minimum payout percentage is 5%. NICRUTs are an attractive option when the trust is funded with an asset that must be sold before it generates income, such as real property.

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Net Income with Makeup Charitable Remainder Unitrust (NIMCRUT): A NIMCRUT operates much like a NICRUT but can make up any income payment deficits from excess ordinary income earned in subsequent years. A deficit may also occur when actual net income is less than the fixed percentage payout rate. NIMCRUTs are also useful for trusts funded with real property,

Flip Unitrust, or CRUT with a "flip provision": A CRUT which "flips" begins as a NICRUT then converts to a standard unitrust (CRUT) upon the occurrence of a specific event or date. Flip provisions are often attractive when the funding asset is a non-liquid or difficult-to-sell asset and the trust flips after the sale.

Examples

Jack Donor hires an attorney to plan his estate. Together, they decide a CRUT would be a good option. The attorney drafts the trust document and Jack and his wife execute it and name Acme Bank as Trustee and IAIA as one of three remainder beneficiaries. Acme Bank sets up a new account for trust assets. Jack transfers approximately $500,000 in XYZ, Inc. stock to the CRUT. He specifies a 5% payout rate and names himself and his wife as income beneficiaries. They will receive a payout of roughly $25,000 in the first year of the trust. Their payout will fluctuate over the years as the assets in the trust grow and decline. When both Jack and his wife die, the assets that remain in the CRUT will be split among IAIA and two other charities.

Jim Donor is a single man who wants to establish a CRT. Jim funds the trust with $1.5 million and opts for a 5.5% payout rate. Jim's attorney recommends a CRAT. Jim is the lone lifetime beneficiary and the trust will terminate when he dies. He receives $82,500 each year until his death. His payout amount does not change, regardless of the trust assets. When Jim dies, IAIA will receive all of the assets remaining in the trust, as Jim irrevocably named IAIA as sole remainder beneficiary.

Acceptance and Processing Procedure

If a CRT is already in existence:
1. An IAIA staff member may, in the course of cultivation uncover information about a CRT that his/ her donor has already created for the benefit of IAIA. In such circumstances, the Director of Advancement should thank the donor, tell him/her about IAIA's legacy society and ask for documentation of the trust, as appropriate, for continued cultivation. A copy of the entire trust document should be obtained; alternatively, a copy of the provision naming IAIA as beneficiary or a letter from the donor or the donor's attorney stating that his/ her client has included IAIA in a CRT may be obtained. Such documentation enables proper stewardship of the donor and his/ her gift.
2. Upon learning of a pre-existing CRT, IAIA staff should contact the Advancement Office with all relevant details. If IAIA's beneficiary status is irrevocable, the Advancement Office will process the gift accordingly.

A CRT is an irrevocable trust. This means that once the donor establishes the trust and transfers assets to the trust, he or she cannot undo the trust nor can the terms of the trust be amended without a court order. However, IAIA's status as a remainder beneficiary is not necessarily irrevocable. A donor may reserve the right to change the remainder beneficiary.

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Whether IAIA is a revocable or an irrevocable remainder beneficiary impacts how the CRT is recorded and reported.

- If the beneficiary status is irrevocable, the gift will be recorded as a charitable remainder trust.
- If the beneficiary status is revocable, the gift will be recorded as an expectancy.

If a CRT is proposed as a gift option:

1. During the course of major gift conversations, a donor, his/ her advisor, or the IAIA Director of Advancement may propose a CRT. Once a CRT has been proposed, the advancement staff member will inform the Director of Institutional Advancement.

   If IAIA is not the designated trustee, an IAIA representative may meet with the donor and the donor's designated trustee to discuss the payout rate, remainder percentage or the ages and number of income beneficiaries. The law notably requires that the payout rate must be at least 5%, and the trust must pass a federal test for the likelihood of exhaustion before termination.

Gift Acceptance Considerations

- See the section immediately above on Acceptance and Processing Procedure.

Donor Relations and Stewardship

- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

Campaign and Annual Counting Guidelines

A CRT where IAIA is irrevocably named remainder beneficiary, including those administered outside of IAIA, is counted at the face value of IAIA's proportional share for public reporting purposes, and at the discounted present value of IAIA's estimated residual share for reporting to CASE (Council for Advancement and Support of Education) and CAE (Council for Aid to Education). Where IAIA is a revocable beneficiary of a CRT, the policy for counting bequests applies. Commercial software is available to compute these valuations.

5.b. Charitable Lead Trust
Definition: **The Charitable Lead Trust (CLT) could be described as the opposite of the Charitable Remainder Trust. CLTs are designed to provide income payments to at least one qualified charitable organization for a period measured by a fixed term of years, the lives of one or more individuals, or a combination of the two; after which, trust assets are paid either to the grantor or to one or more non-charitable beneficiaries named in the trust instrument.**

A CLT is created by a properly executed trust document, wherein the donor specifies all beneficiaries, determines the term of the trust and the payout rate, and designates a Trustee. Then, the donor irrevocably transfers assets to the Trustee for management. A CLT is generally considered appropriate when the donor wishes to place assets of $500,000 or more in the trust; it is a gift arrangement that is often used to minimize the generation-skipping tax in estates.

The Trustee is responsible for administering the income payout to the one or more charities selected by the donor for a specific time period. At the end of this time period the trust

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terminates and all remaining assets are distributed to named individuals or returned to the donor.

Types of CLT

> *Charitable Lead Unitrust (CLUT):* A CLUT distributes to charitable organization a fixed percentage of the fair market value of the trust, calculated annually. The annual payout for a CLUT will vary.
> *Charitable Lead Annuity Trust (CLAT):* A CLAT distributes to charitable organization a fixed dollar amount based on the original fair market value of assets contributed to the trust. The annual payout for a CLAT will not vary.

> Unlike CRTs, CLTs are not exempt from income taxation.

> Whether a donor opts for a CLUT or a CLAT, how she or he designates the remainder significantly impacts the treatment of the trust. See below for details.

> *Grantor CLT:* A grantor CLT returns the remainder interest to the donor at the end of the term.

> *Non-grantor CLT:* A non-grantor CLT distributes any remaining assets after termination to other individuals named by the donor, typically the donor's descendants.

Examples:

Jessica and Jeffrey Donor create a CLUT and transfer approximately $1 million in securities to it. They name three charities as income beneficiaries, and IAIA is one of those charities. They set a 6% payout rate, which means that in the first year, approximately $60,000 will be distributed from the trust. IAIA will receive one-third of that payout, or approximately $20,000 in the first year. Subsequent payout amounts will depend on the investment performance of the trust assets. The donors specified a twenty-year term. At the end of the twenty years, the trust will be terminated and the remaining assets will be transferred to Jessica and Jeffrey. At this time, the payout to IAIA ceases. This is a grantor CLUT.

Jane Donor's will creates a testamentary CLAT. She dies and her entire estate funds the CLAT. The initial funding value of the CLAT is $35 million. She specified a payout rate of 10% in her will, and so each year, $3.5 million will be distributed to IAIA, the sole charitable beneficiary. This payout amount will not change, regardless of the performance of the investments in the trust. At the end of the ten-year trust term, the assets that remain in the trust will be distributed to Jane Donor's ten grandchildren and all payouts to IAIA cease. This is a non-grantor CLAT.

Acceptance and Processing Procedure

Because of the tremendous potential for liability, the sophisticated nature of the CLT and the oversight required to ensure that a CLT benefits the donor and remainder beneficiaries, IAIA will not serve as a trustee for a CLT.

When an IAIA representative becomes aware of a proposed CLT or an existing CLT, the matter should be referred to the Advancement Office for handling and coordination with other IAIA administrative offices.

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The Advancement Office will provide the following services:
- Work with the donor and his/ her advisors to develop the trust to help ensure that the income stream will benefit IAIA.
- Educate the department heads and others about the nature of income from a CLT.
- Secure any necessary approval.

Note that although the Director of Advancement may be notified about a CLT, support staff may be the first to learn that IAIA is receiving annual payments from an unsolicited CLT. Accordingly, gift processors who receive a check with the term "Trust" or name a person and label him/her as "Trustee" should contact the Director of Institutional Advancement if there is no prior record of such a trust on file. The Advancement Office will then work to fill in the details about the gift.

The gift will otherwise be processed per established procedures.

If the Advancement Office is able to obtain specifics about the lead trust regarding the amount and length of payment, the future income stream may be noted as a Statement of Intent over five years. Should the lead trust have future distributions for IAIA over a period of more than five years, an additional statement of intent will be noted.

Gift Acceptance Considerations

- See the section immediately above on Acceptance and Processing Procedure.

Donor Relations and Stewardship
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

Campaign and Annual Counting Guidelines

Gifts from charitable lead trusts shall be counted at face value for the year, in each year that a gift is received.

5.c. Charitable Gift Annuity
Definition: **A Charitable Gift Annuity (CGA) is a simple contract between a donor and the issuing charitable organization. The donor pays the charitable organization a specific sum of money, or transfers readily marketable securities, and in return receives a fixed payment for life.**

IAIA does not accept Charitable Gift Annuities.

5.d. Pooled Income Fund
Definition: **A Pooled Income Fund is a gift plan authorized by federal tax law that allows donors to receive income for themselves or others for life, and make a generous gift to charitable organization after they die.**

IAIA does not offer a Pooled Income Fund.

6. Partial Interest Gifts
Definition: **A partial interest gift is a gift of less than an entire interest in property**.

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6.a. Gift Subject to Life Estate or a Remainder Interest in a Home or Farm
Definition: **When a donor makes an irrevocable gift by deeding a personal residence or a farm to IAIA, but retains the right to use and enjoy the property for a specified term, he/she has made a life estate gift, also known as a "gift subject to a retained life estate." IAIA's interest in the property is known as a "remainder" interest.**

The donor may qualify for a current charitable income tax deduction and is allowed to occupy the property, lease or rent it and retain the income, or give the life estate to another entity until the end of the specified term.

To qualify for a charitable deduction, the property involved must be a personal residence or farm. This may include primary residences as well as vacation homes. A personal residence may include stock in a cooperative housing corporation, as long as the ownership of that stock includes the right to occupy the housing and the property qualifies as the donor's personal residence. A farm is defined as land and the improvements thereon used by the donor or the donor's tenant to produce crops, fruits, or other agricultural products.

A life estate holder retains certain economic responsibilities for the property for the duration of the life estate, such as ongoing maintenance and upkeep, real estate taxes, insurance, etc.

The holder of the life estate may choose to donate the retained life estate to IAIA or join with IAIA to sell the property and divide the proceeds from the sale for the purpose designated by the donor.

Examples:

Joan Donor is an elderly widow with a home near IAIA. She does not want to sell her home, nor does she want to leave it until her death. She gives IAIA the property subject to a life estate for the term of her life. She continues to live in her home and pays for all maintenance and upkeep. At her death, IAIA takes possession of the property. IAIA tears down the house and constructs a new dormitory on the property.

John Donor and his wife Jane Donor own a vacation home in Florida where they reside for three months each summer. They plan to move into a retirement village in ten years. They donate their vacation home to IAIA subject to a life estate for the specific term of ten years. They continue to enjoy their vacation home and at the end of the ten-year term, IAIA takes possession of it. IAIA sells the home and the proceeds from the sale are used according to the Donors' wishes.

Acceptance and Processing Procedure

Gifts of real property can subject both IAIA and the donor to tremendous risk. Accordingly, all gifts of real property subject to a retained life estate, regardless of fair market value, require the approval of the Gift Acceptance Committee, which will evaluate the gift for issues related to carrying costs, marketability, and liability, including any regulations governing property in an historic district. Additionally, all gifts of real property require the review of IAIA's General Counsel.

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1. The Director of Advancement should consult the Director of Advancement prior to seeking Gift Acceptance Committee approval. The Director of Advancement will assist the Director of Advancement in preparing the materials necessary for review by the Gift Acceptance Committee, including any necessary appraisals and inspections.

2. If the gift is accepted the Director of Advancement will coordinate with IAIA's General Counsel and any other related parties to generate a Life Estate Agreement. Since the donor or his/her designee will continue to occupy property in which IAIA holds an interest, a Life Estate Agreement must be executed, clearly delineating the life estate holder's responsibilities for maintenance, complying with environmental laws and upkeep.

   To ensure preservation of IAIA's assets and maximum protection from environmental liability, IAIA should remain in touch with the holder of the life estate during the specified term and regularly monitor the property.

3. To shield IAIA from claims of undue influence or conflict of interest, all deeds of title for gifts of real estate subject to life estates shall be prepared by the donor's attorney or title company, not by IAIA. These deeds must then be reviewed by IAIA's General Counsel prior to execution and acceptance.

4. If sufficient documentation is obtained, the gift will be recorded in the appropriate internal systems. A gift of remainder interest after a retained life estate is complete on the date the donor transfers the property to a trust or files a deed with a retained interest Life Estate and remainder interest to IAIA, according to the laws of the state in which the property is located.

Gift Acceptance Considerations
- Will the property require any outlay of funds from IAIA to provide upkeep of the property?
- Can the property be easily liquidated or converted for use by IAIA?
- Is the property within an historic district with regulations that would restrict IAIA's right to renovate, otherwise repair, or sell the property?

Donor Relations and Stewardship
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.
- All donors who grant a remainder trust interest in a home are eligible for membership in the Lloyd Kiva New Legacy Circle.

Campaign and Annual Counting Guidelines

When a donor makes an irrevocable gift of personal residential property subject to a retained life estate, he/ she has granted IAIA a remainder interest in that property. Such gifts may be noted at the fair market value of IAIA's remainder interest in the property.

6.b. Transfer of an Undivided Interest in an Asset
Definition: **A gift of an undivided interest in an asset will only qualify as a charitable gift if the donor transfers an equal part of each and every substantial interest or right he/ she has in the contributed property. Thus, the transfer of an undivided interest in an asset is not a gift if only some, but not all, rights are transferred.**

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Transfers of undivided interest in assets are likely to arise with donations of tangible personal property, notably artwork and other collections.

Examples:

Jane Donor owns an eighteen percent interest in an office tower. She transferred one-third of her interest to IAIA, one-third to another charitable organization, and retained one-third. IAIA now owns six percent of the office tower, as do the other charitable organization and Ms. Donor. If, however, Ms. Donor transferred to IAIA the right to receive income from the office tower, but retained all other rights, her transfer would not qualify as a charitable gift eligible for a tax deduction.

Joshua Donor owns a rare manuscript. He grants IAIA an undivided interest in all of his rights to the manuscript for nine out of every twelve months of the year, during which time IAIA may use or display the manuscript. Joshua and IAIA share costs related to the manuscript, with Joshua paying one-quarter and IAIA paying three-quarters, in proportion to their interests.

<u>Acceptance and Processing Procedure</u>

Because transfers of undivided interests in assets can be extremely complex gifts, they require the prior approval of the Gift Acceptance Committee.

1. IAIA staff members should contact the Director of Institutional Advancement to assist in preparation of the Gift Acceptance Form. The Director of Institutional Advancement will help gather the necessary information and consult with internal and external consultants as necessary.
2. Transfers of undivided interests in assets also require the prior approval of IAIA's General Counsel.
   Otherwise, IAIA advancement staff should follow the procedures governing outright gifts of tangible personal property, or other asset at issue, as outlined in this document.
3. Where no title transfer is required to transfer the asset to IAIA, a "deed of gift" must be prepared to establish the date of transfer and ownership. The donor will work with his legal advisors to provide the deed of gift. The IAIA General Counsel will review the deed of gift. This document must be executed by both the donor and the IAIA Chief Financial Officer or another person designated by the IAIA Trustees.
4. The gift will otherwise be processed per established procedures.
5. The Controller shall file IRS Form 8282 upon the sale or disposition of any real property sold within two years of receipt when the value of the gift exceeds $5,000.

<u>Gift Acceptance Considerations</u>

- Is the property subject to any liens?
- Are there any costs associated with accepting the gift?
- Are there any unrelated business income tax issues?

<u>Donor Relations and Stewardship</u>
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

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Campaign and Annual Counting Guidelines

Such gifts are noted in the development database at the fair market value of IAIA's interest in the property.

6.c. Bargain Sales/Deep Discounts
Definition: **A bargain sale is a simple agreement in which a donor sells securities, real estate, tangible personal property, or other assets to IAIA for less than their current fair market value. The difference between the fair market value of the property and the sales price is the gift portion, for which the donor may qualify for a charitable income tax deduction. If the property is an appreciated asset, the donor will incur capital gains tax only on the portion of the gain attributable to the sale. The transaction is thus treated as part sale and part outright gift to IAIA.**

Examples:

Jessica Donor owns three hundred acres in southern New Mexico. According to a qualified appraiser, the fair market value of her property is $2.5 million. She transfers ownership of the property to IAIA and IAIA pays her $1 million. She has made a gift worth $1.5 million.

Jerry Donor owns a rare Egyptian artifact with a fair market value, established by a qualified appraisal, of $5 million. He transfers the rights to IAIA which pays Jerry $3 million. He has made a gift worth $2 million.

Julia Donor owns three acres of undeveloped land worth $750,000, according to a qualified appraisal. The land is close to the IAIA campus. Julia would like to sell the land and create an endowed scholarship fund. Julia proposes to sell her three acres to IAIA for $500,000 and to establish the "Julia Donor Endowed Scholarship" in the amount of $250,000. In this example, there is no cash resulting from the transaction to fund the scholarship; the Gift Acceptance Committee will need to determine whether IAIA can fulfill the donor's wishes with existing cash, or cash generated from the property.

Acceptance and Processing Procedure

Finding funds to purchase valuable assets at a discount rate may be difficult for IAIA unless IAIA would consider purchase of the land as part of its normal course of business. Securing the necessary IAIA resources is a critical component of any proposed bargain sale transaction. Accordingly, bargain sales are complex gifts which require the prior approval of the Gift Acceptance Committee.
1. When a bargain sale has been proposed, the IAIA advancement staff should contact the Director of Institutional Advancement to assist with negotiations, coordinate with all the necessary parties, and prepare the Gift Acceptance Form and other documents.
2. Director of Advancements shall also follow the policies and procedures outlined in these gift acceptance policies and procedures governing an outright gift of the asset to be transferred.
3. Any donor involved in a bargain sale transaction will sign a letter of understanding outlining the terms and conditions of the gift, possible tax consequences, and cautions regarding a subsequent sale of the property by IAIA. This letter shall also clearly document the donor's desire to make a gift.
4. The Advancement Office will advise the donor to comply with all applicable IRS reporting requirements for non-cash gifts, including submission of Form 8283. The authorized

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representative of the IAIA Finance office shall execute the donor acknowledgment section and return it so that it may be filed with the donor's federal income tax return. IAIA's signature on this form is in no way an endorsement of the donor's stated appraised value of the donated property. All appraisals must be in accordance with IRS rules on acceptable appraisals.

5. IAIA will not delay a subsequent sale of the gift property simply to avoid the IRS reporting requirement, Form 8282, for gift assets sold within three years of the date of the gift.

Gift Acceptance Considerations

-   What is the fair market value of the property, based on a qualified appraisal?
-   Is the property debt ratio less than fifty percent of the appraised fair market value?
-   Can and will IAIA use the property?
-   If not, is there a market for the property?
-   Can the property be sold within twelve months of receipt?
-   What are the costs to IAIA of carrying this property?
-   Beyond property tax values, what are the costs to safeguard, insure, and expense the property during the holding period?
-   Are there unrelated business income tax issues?
-   What is the value of the bargain sale, taking into account the debt carried on the property?

Donor Relations and Stewardship
-   The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

Campaign and Annual Counting Guidelines

The difference between IAIA's purchase price and fair market value is the gift portion of the transaction and will be noted at face value.

6.d. Oil, Gas, Water, and Mineral Interests
Definition: **There exist three different forms of oil, gas, water and mineral interests. They are working interests, overriding royalty interest and net profits interest**:

Working Interests: Owners participate in the mining and production of the resource; owners share costs and profits.

Overriding Royalty Interest: Interest in the gross production of the resource without the reduction for production costs. These interests are carved from working interests and run concurrently with them.

Net Profits Interest: Also carved from and concurrent with the working interest, this is a percentage of the net profits less a proportionate percentage of the net costs.

These interests are property interests and not assignments of income.

If a donor transfers a working interest, but carves out or retains or gives to another either an overriding royalty interest or a net profits interest, he/she has divided the interest and has not transferred an undivided partial interest. Such a transfer is not considered a charitable gift.

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However, if a donor transfers to IAIA any of the three interests above, such a transfer is a charitable gift if and only if:

> He/ she has not carved it out of a larger interest he/ she owns; and,
>
> he/she has not carved it from a lesser interest.

Examples:

Julie Donor owns a working interest in an oil well in Oklahoma. She transfers her entire interest to IAIA.

Jeff Donor owns ten percent of a working interest in a quarry. He transfers half of his working interest to IAIA and retains the other half. IAIA now owns an undivided five percent of the working interest in the quarry.

<u>Acceptance and Processing Procedure</u>

Because of the inherent complexities in gifts of oil, gas, water, and mineral interests and because of the likelihood that IAIA's acceptance of the gifts would generate Unrelated Business Taxable Income (UBTI), IAIA will consider proposals for this type of gift on a case-by-case basis. Any proposed gifts of oil, gas, water, and mineral interest must be reviewed by the Gift Acceptance Committee and IAIA's General Counsel. If approved, the Advancement Office will work under the close supervision of IAIA'S General Counsel to facilitate the gift.

<u>Gift Acceptance Considerations</u>
- What are the inherent costs or risks associated with accepting this gift?
- Are there unrelated business income tax issues?

<u>Donor Relations and Stewardship</u>
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

<u>Campaign and Annual Counting Guidelines</u>

Such gifts are noted at the fair market value of IAIA's interest in the property, and to the extent required by law, shown as unrelated business interests.

6.e. Timber
<u>Definition</u>: **A partial interest gift of timber may be made in one of two ways:**
> **1. Donor transfers a percentage of his/ her ownership of the timber and the land upon which it stands; or**
> **2. Donor transfers ownership in the standing timber only**.

<u>Acceptance and Processing Procedure</u>

Because of the inherent complexities in gifts of timber, because of the possibility that this gift would generate the Unrelated Business Taxable Income (UBTI), IAIA will consider proposals for this type of gift on a case-by-case basis. Any proposed gift of timber is to be reviewed by the Gift Acceptance Committee and General Counsel. If approved, the Advancement Office will work under the close supervision of the General Counsel to facilitate the gift.

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Gift Acceptance Considerations
- What are the inherent costs or risks associated with accepting this gift?
- Are there unrelated business income tax issues?
- Is there a value in use to IAIA of the land associated with the gift?

Donor Relations and Stewardship
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

Campaign and Annual Counting Guidelines
Such gifts are noted at the fair market value of IAIA's interest in the property.

6.f. Qualified Conservation Contributions
Definition: **A qualified conservation contribution must be a perpetual, irrevocable grant exclusively for conservation purposes of a real property interest to a qualified charitable organization, such as IAIA.**

Acceptance and Processing Procedure

Because the conservation purposes specified in Section 70 of the Internal Revenue Code to qualify a conservation contribution bear only a tangential relationship to IAIA's charitable mission, IAIA will not, as a matter of policy, generally accept qualified conservation contributions. However, IAIA will consider proposals for this type of gift on a case-by-case basis. Any proposed qualified conservation contribution shall be reviewed by the Gift Acceptance Committee and General Counsel. If approved, the Advancement Office will work under the close supervision of the General Counsel to facilitate the gift.

Gift Acceptance Considerations
- What are the inherent costs associated with accepting this gift?

Donor Relations and Stewardship
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

Campaign and Annual Counting Guidelines

Such gifts are noted at the fair market value of IAIA's interest in the property.

7. Commitments
Definition: **In general, a commitment is a promise to give or cause to give cash or other assets to IAIA.**

7.a. Pledges
Definition: **A pledge is a legally enforceable written or oral agreement to contribute cash or other assets to IAIA.**

IAIA uses a Gift Agreement Form for multi-year gifts and donations to scholarships, as well as other large and special gifts.

Acceptance and Processing Procedure

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1. A signed letter, appeal response device or email exchange, as well as a Gift Agreement Form negotiated and signed by both the donor and IAIA, should document a donor's pledge.
2. Pledges are recorded in the development database.

Gift Acceptance Considerations

- Is the Pledge unconditional?
- Are there certain requirements that must be met in order for IAIA to receive the future asset?
- What are the restrictions placed on the use of the future asset?

Donor Relations and Stewardship
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

Campaign and Annual Counting Guidelines

Pledges are recorded at the face value of the agreement in the development database. They are reported in IAIA's financial statements when the pledges have not yet been fulfilled at the end of a fiscal year, with corresponding allowances to offset possible non-payment.

7.b. Statements of Intent
Definition: **Statements of Intent are non-binding agreements between an individual and IAIA. They are not legally enforceable.**

A Statement of Intent may be used to document a donor's intention to provide IAIA with a gift from a donor-advised fund, as well as other kinds of gifts, such as a gift of future interests.

Acceptance and Processing Procedure

1. A signed Statement of Intent, a letter, appeal response device or email exchange should document a donor's intent to give.
2. Such documented intentions are noted in the development database for tracking purposes.

Gift Acceptance Considerations

- Is the Statement of Intent unconditional?
- Are there certain requirements that must be met in order for IAIA to receive the future asset?
- What are the restrictions placed on the use of the future asset?
- Who will fulfill the Statement of Intent? The donor, a donor-advised fund or other entity?

Donor Relations and Stewardship
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

Campaign and Annual Counting Guidelines

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Statements of Intent are noted at the face value of the agreement in the development database. Statements of Intent are reported in IAIA's financial statements when Statements of Intent have not yet been fulfilled at the end of a fiscal year, with corresponding allowances to offset possible non-payment.

8. Gifts with Associated Benefits, also known as Quid Pro Quo Contributions

Definition: **Any gift to IAIA in return for which the donor receives associated benefits, including, for example, a meal associated with tickets, table sponsorships or purchased seats for a fundraising event, goods or services purchased at auctions, or membership in IAIA organizations where benefits exceed the current IRS token exception threshold.**

Per IRS publications, a quid pro quo contribution is a payment a donor makes to a charitable organization partly as a contribution and partly for goods or services. The value of donations for tax purposes is reduced by the value of any associated benefits the donor receives. For example, if a donor gives a charitable organization $100 and receives a concert ticket valued at $40, the donor has made a quid pro quo contribution. In this example, the charitable contribution part of the payment is $60.

8.a. Overview of Gifts with Associated Benefits (also known as Quid Pro Quo Contributions)

Definitions Pertinent to Gifts with Associated Benefits:

Token Exception for Associated Benefits
Insubstantial goods or services IAIA provides in exchange for contributions do not have to be described in the charitable gift receipt. However, if goods or services exceed certain thresholds, the value must be disclosed. (For further information, see IRS Revenue Procedures 90-12 and 92-49.)The IRS annually adjusts these threshold amounts for inflation so the amounts must be updated accordingly. As an example, below are rules for the calendar year 2016 to be used to determine whether goods or services are substantial.
   o If the donor's payment to IAIA is less than $53.00, then goods or services provided to him/ her are considered insubstantial if the fair market value of the benefits that the donor receives does not exceed the lesser of 2% of his or her payment, or $1.06.
   o If the donor's payment to IAIA is $53.00 or more and the only items provided to him/ her bear IAIA's name or logo (or a unit's name or logo), then the goods or services provided to him/her are considered insubstantial if the wholesale cost of these items is $10.60 or less.
   o If the donor's payment to IAIA is $53.00 or more and the goods or services provided to him/ her are not items with IAIA's name or logo (such as, dinner or a production), then the goods or services provided to him /her are considered insubstantial if the fair market value of the benefits that the donor receives do not exceed the lesser of 2% of his or her payment or $106.00.

Fair Market Value
Fair market value (FMV) is the price that property, goods or services would sell for on the open market. It is the price that would be agreed on between a willing buyer and a willing seller, with neither being required to act, and both having reasonable knowledge of the relevant facts.

Memberships and Contributions with Associated Benefit

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In exchange for a contribution, donors to IAIA or members of IAIA-sponsored clubs, affiliates, or other entities receive goods or services and access to events that would otherwise require payment.

Fundraising Event
An activity sponsored by IAIA or any other group or organization for the purpose of fundraising to benefit IAIA. In exchange for the price of admission, the donor generally receives a benefit or privilege like food and beverage which have a FMV.

Auction
An auction is a public sale in which goods or property is sold to the highest bidder; in this context, an auction would be organized by IAIA or any other group or organization for the purpose of fundraising to benefit IAIA. If an attendee purchases an auction item, and the price paid exceeds the FMV of that auction item, the difference between the price paid and the FMV is acknowledged as a donation by the buyer.

<u>Policy</u>

In accordance with IRS regulations, IAIA will provide the donor with a receipt for a contribution with a statement as to whether any goods or services, i.e., benefits, were given to the donor in exchange for his or her contribution. A description and good faith estimate of the value of such goods and/or services will be provided. It is the responsibility of departments or groups offering benefits or sponsoring events to give the Advancement Office information on the fair market value of such benefit provided, whether or not at a cost to IAIA or the sponsoring organization.

<u>Procedures</u>

1. *Memberships*
   An annual membership fee is considered a charitable gift if it is $75.00 or less per year and only provides annual recurring rights or privileges such as:
   o Free or discounted admissions to the charitable organization's facilities or events;
   o Discounts on purchases from the organization's gift shop;
   o Free or discounted parking;
   o And, free or discounted admission to members-only events sponsored by the entity offering the membership, where the per-person cost, not including overhead, is within the "low cost articles" limits according to the definition of *Token Exceptions* above.

- Benefits that exceed the low-cost threshold must be disclosed in any printed material promoting or soliciting membership, according to the definition of *Token Exceptions* above.
- All published materials associated with memberships in IAIA affiliated entities must indicate the fair market value of the goods or services associated with membership. No invitations, reply cards, tickets, letters or other published materials may characterize the full face price of the ticket or membership as a donation, contribution, or gift, nor may such items state the cost of the ticket or membership is either fully tax-deductible or "deductible to the extent provided by law."
- In addition to the IRS requirements for documenting cash contributions as described in Section 1c of this Gift Acceptance Policy, when a charitable organization provides a good or service in exchange for a donation of more than $75, the IRS requires that nonprofit organizations must provide a written disclosure to the donor setting out the fair

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market value of the goods and services received, and informing the donor that only the portion of the contribution that exceeds this fair market value may be tax deductible.
- o For example, if a donor gives a charitable organization $100 and receives a concert ticket valued at $40, the donor has made a quid pro quo contribution. In this example, the charitable portion of the payment is $60. Even though the deductible part of the payment is not more than $75, a disclosure statement must be provided by the organization to the donor because the donor's payment (quid pro quo contribution) is more than $75. Failure to make the required disclosure may result in a penalty to the organization.

IAIA considers it a best practice to substantiate all charitable contributions of any amount in a written acknowledgment containing the above information.

2. *Fundraising Events*

Any unit sponsoring a fundraising event should contact the Advancement Office for guidance and support in advance of the event, and obtain and complete a fundraising activity permission form.

Any printed or web-based materials, including email, advertising used to market the event or invite attendees must contain specific language about the fair market value of the event. (For example, "*The fair market value of each ticket is $XX.00. The purchase price in excess of the fair market value may be treated as a charitable contribution.*") The fair market value of concerts, theatrical performances and athletic events should be the price normally charged for admission. Dinners or dinner/dances should be valued at a price normally charged for a comparable meal and entertainment. A reception or dinner plus performance should take both elements into account.

If the event has no counterpart by which the fair market value can be measured, then such value should be determined by reasonable estimate with the assistance of the Director of Advancement. Documentation as to how the fair market value was determined must be maintained on file at the department for a minimum of five years.

The purchase price of the ticket to the fundraising event may be in excess of the fair market value.

In some cases, a donor may wish to purchase a ticket for the event in order to contribute to IAIA. Whether a donor attends the event is irrelevant for IRS purposes if the donor does not specify that he/ she declines tickets to the event. If, in response to an event invitation, the donor indicates "I can't attend but wish to make a donation," IAIA considers this the same as declining tickets to the event.

All checks must be made to IAIA or IAIA Foundation in order to provide a charitable gift receipt to the donor. Charitable gift receipts to donors should contain the following or equivalent language: "*The fair market value of each ticket is $XX.00. The purchase price in excess of the fair market value may be treated as a charitable contribution.*"

Gifts from Donor-Advised Funds cannot be used to procure gala tickets or sponsor a gala table, which inherently are "gifts with associated benefits." Monies from Donor-Advised Funds have already been acknowledged as charitable contributions by the entity holding the funds. For that reason, no goods or services can be provided in exchange for a gift from a Donor-Advised Fund. IAIA issues thank-you letters but not acknowledgment letters for gifts originating from Donor-Advised Funds.

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3. *Auctions*

Any unit sponsoring a fundraising event should contact the Advancement Office for guidance and support in advance of the event.

Donors making in-kind contributions of items that will be sold at auction may be credited as making charitable gifts in accordance with IRS regulations depending on the nature of the gift.

Generally, unless the purchase price exceeds the fair market value of an auction item, no portion of the purchase price is acknowledged as a charitable contribution.

If a purchaser pays more than the good-faith fair market value for an auction item, IAIA will provide the purchaser with a charitable gift receipt documenting the amount paid over and above the fair market value of the item purchased.

No invitations, reply cards, tickets, letters or other printed or web-based materials issued in relation to an auction shall indicate or imply that the price paid by a donor for goods purchased at the auction are either fully tax-deductible or "deductible to the extent provided by law."

8.b. Auction Procedures

Definition: **An auction or special event that raises funds for IAIA may offer the opportunity for two different donors to make a charitable donation. First, there is the donor of the item being auctioned. If the item becomes the property of IAIA upon receipt of the item, the donor has made a charitable gift. A second gift may be realized, provided the winning bid is in excess of the publicly disclosed fair market value for that item. The amount in excess of that value is recorded as a gift.**

Examples

Flavors Restaurant gives IAIA a $100 gift certificate for dinner for a silent auction. Jamie Donor wins the item at auction and pays $75 for it. Flavors Restaurant receives legal and recognition credit for its non-cash donation. Because Jamie paid less than fair market value for the item, he receives no gift credit at all.

Jazzy Jewels donates a necklace to IAIA for a silent auction. The fair market value of the donation is $500. Julie Donor wins the item at auction and her winning bid is $750. Julie receives legal and recognition credit for $250. Jazzy Jewels receives legal and recognition credit for its non-cash gift.

Acceptance Procedure

Prior to Auction
1. Refer to the gift acceptance procedure for real and tangible property for guidance on processing the gift to be auctioned.
2. Once the item to be auctioned is received, the item should be held in a secure area until the auction.
3. In case of questions by donors, Advancement staff may want to be aware of IRS Form 8283, Noncash Charitable Contributions, and when donors need to file it. Information about Form 8283 is contained in Section 3i, Tangible Personal Property.

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After the Auction

4. Upon completion of the auction, the IAIA Advancement staff responsible for managing the auction must work with the Advancement Office to detail the results of the auction in a report.
5. The Advancement Office will deposit funds and record each transaction in accordance with the report.
6. Any auction item that sells for more than the publicly disclosed fair market value will constitute a charitable gift donation. The donor purchasing the item will receive a receipt for tax-reporting purposes detailing the benefit received, i.e., the item purchased, and whether the purchase price included a charitable donation and the value of the donation.
7. Gifts of tangible personal property to be sold at auction shall be counted at full market value based on either information supplied by the donor or, in the absence of such, by IAIA.

Gifts with fair market values exceeding $5,000 shall be counted at values placed on them by a qualified independent appraiser, in accordance with IRS regulations.

Gift Acceptance Considerations

- Does the item being donated for auction meet the guidelines of a charitable gift?
- Is the item being donated a service or partial interest gift? These are not generally tax-deductible contributions.

Donor Relations and Stewardship
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

Campaign and Annual Counting Guidelines

Reference gifts of tangible property for guidance on items being donated for purposes of auction.

If the item bought at auction exceeds the fair market value of the item, then that portion exceeding the fair market value will be counted at face value for internal recording purposes.

9. Estate Processing Procedures
Definition: **When a donor who has made a planned gift to benefit IAIA dies, there are many steps which must be taken to ensure IAIA's interests are protected.**

These procedures should be followed when a donor with a known planned gift dies or when an IAIA representative learns of a gift through an estate.

Examples

Jim Donor listed IAIA as the beneficiary of his Roth IRA. Jim's daughter calls Sally Solicitor to tell Sally of Jim's death

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Sally Solicitor receives a check in the mail, payable from an account named "Estate of Joe Donor."

Sally Solicitor receives a phone call and subsequent package from Larry Lawyer who informs her that IAIA has been named in Jane Donor's will and that Jane has died.

<u>Acceptance and Processing Procedure</u>

When an IAIA representative is notified of the death of an individual who has made a split-interest or deferred gift to benefit IAIA, the representative shall notify the Advancement Office and forward copies of all available documentation and correspondence.

If a particular unit of IAIA is named as beneficiary of the estate, the Advancement Office will notify that unit.

Upon notification or referral, the Advancement Office will provide the following services:
- Contact the executor of the estate, the trustee of the trust, or other party handling the estate gift and provide him/ her with all necessary information.
- Request copies of all relevant documents and other communications.
- Obtain an estimate as to the projected amount, form and timing of the distribution.
- Coordinate all communications with the estate gift representative and various IAIA offices regarding the acceptance and approval of the pending estate distribution.
- Determine the extent of any liabilities which may be associated with the estate gift in accordance with these Gift Acceptance Policies and Procedures.
- Refer to the Gift Acceptance Committee any and all estate gifts of assets which require prior approval.
- Resolve any conflicts or issues that arise in IAIA's best interests.
- Request liquidation of non-cash estate gifts, where permissible and appropriate.
- Provide instructions to the estate representative regarding the disposition of the estate gift.
- Arrange for the signing of all required estate documents by the authorized signers at IAIA.
- Coordinate receipt of all estate distributions with other IAIA administrative offices, as necessary.

The Advancement Office will work to ensure IAIA receives its full entitlement of the estate gift, as the decedent directed, on a timely basis.

The Advancement Office will also determine the specific intended use and purpose of the gift as directed by the decedent in the governing legal instrument.

All unrestricted, general estate gifts to IAIA will be referred to the Director of Institutional Advancement who shall consult with the President of IAIA to determine an allocation.

Gifts that have been designated for a particular unit but are otherwise unrestricted shall be referred to the Director of Advancement who will consult with the unit chair to determine the most appropriate use of the funds, subject to the approval of the President.

When necessary, the Advancement Office will coordinate with the General Counsel, including situations requiring the retention of additional counsel.

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Gift Acceptance Considerations
- Are there any special stewardship or donor relation requirements?
- Might IAIA litigate under the following circumstances:
  - If there is a dispute over who receives the proceeds from the estate?
  - If the estate is insolvent and able to pay only some of the specific bequests?

Donor Relations and Stewardship
- The Donor Relations and Stewardship Policy and Guidelines are in Attachment 10h.

Campaign and Annual Counting Guidelines

In general, estate gifts are counted at their face value for internal recording purposes. If the estate portion of the gift exceeds the original amount recorded, the difference will be counted as an extra gift at the face value of the gift.

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10. Appendices

Appendix 10.a.: The Donor Bill of Rights

Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To assure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the nonprofit organizations and causes they are asked to support, we declare that all donors have these rights:

1. To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.
2. To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.
3. To have access to the organization's most recent financial statements.
4. To be assured their gifts will be used for the purposes for which they were given.
5. To receive appropriate acknowledgement and recognition.
6. To be assured that information about their donation is handled with respect and with confidentiality to the extent provided by law.
7. To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.
8. To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.
9. To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.
10. To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

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Appendix 10.b.: Partnership for Philanthropic Planning (previously the National Committee on Planned Giving): Model Standards of Practice

PREAMBLE
The purpose of this statement is to encourage responsible gift planning by urging the adoption of the following Standards of Practice by all individuals who work in the charitable gift planning process, including but not limited to gift planning officers, fund raising consultants, attorneys, accountants, financial planners, life insurance agents and other financial services professionals (collectively referred to hereafter as "Gift Planners"), and by the institutions that these persons represent. This statement recognizes that the solicitation, planning and administration of a charitable gift is a complex process involving philanthropic, personal, financial, and tax considerations, and as such often involves professionals from various disciplines whose goals should include working together to structure a gift that achieves a fair and proper balance between the interests of the donor and the purposes of the charitable institution.

I. PRIMACY OF PHILANTHROPIC MOTIVATION
The principal basis for making a charitable gift should be a desire on the part of the donor to support the work of charitable institutions.

II. EXPLANATION OF TAX IMPLICATIONS
Congress has provided tax incentives for charitable giving, and the emphasis in this statement on philanthropic motivation in no way minimizes the necessity and appropriateness of a full and accurate explanation by the Gift Planner of those incentives and their implications.

III. FULL DISCLOSURE
It is essential to the gift planning process that the role and relationships of all parties involved, including how and by whom each is compensated, be fully disclosed to the donor. A Gift Planner shall not act or purport to act as a representative of any charitable organization without the express knowledge and approval of the charitable organization, and shall not, while employed by the charitable organization, act or purport to act as a representative of the donor, without the express consent of both the charitable organization and the donor.

IV. COMPENSATION
Compensation paid to Gift Planners shall be reasonable and proportionate to the services provided. Payment of finder's fees, commissions or other fees by a donee organization to an independent Gift Planner as a condition for the delivery of a gift are never appropriate. Such payments lead to abusive practices and may violate certain state and federal regulations. Likewise, commission-based compensation for a Gift Planner who is employed by a charitable institution is never appropriate.

V. COMPETENCE AND PROFESSIONALISM
The Gift Planner should strive to achieve and maintain a high degree of competence in his/her chosen area, and shall advise donors only in areas in which he/she is professionally qualified. It is a hallmark of professionalism for Gift Planners that they realize when they have reached the limits of their knowledge and expertise, and as a result, should include other professionals in the process. Such relationships should be characterized by courtesy, tact and mutual respect.

VI. CONSULTATION WITH INDEPENDENT ADVISORS
A Gift Planner acting on behalf of a charitable organization shall in all cases strongly encourage the donor to discuss the proposed gift with competent independent legal and tax advisors of the donor's choice.

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VII. CONSULTATION WITH CHARITIES
Although Gift Planners frequently and properly counsel donors concerning specific charitable gifts without the prior knowledge or approval of the donee organization, the Gift Planners, in order to ensure that the gift will accomplish the donor's objectives, should encourage the donor, early in the gift planning process, to discuss the proposed gift with the charitable organization to whom the gift is to be made. In cases where the donor desires anonymity, the Gift Planners shall endeavor, on behalf of the undisclosed donor, to obtain the charitable organization's input in the gift planning process.

VIII. DESCRIPTION AND REPRESENTATION OF GIFT
The Gift Planner shall make every effort to assure that the donor receives a full description and an accurate representation of all aspects of any proposed charitable gift plan. The consequences for the charitable organization, the donor and, where applicable, the donor's family, should be apparent, and the assumptions underlying any financial illustrations should be realistic.

IX. FULL COMPLIANCE
A Gift Planner shall fully comply with and shall encourage other parties in the gift planning process to fully comply with both the letter and spirit of all applicable federal and state laws and regulations.

X. PUBLIC TRUST
Gift Planners shall, in all dealings with donors, institutions and other professionals, act with fairness, honesty, integrity and openness. Except for compensation received for services, the terms of which have been disclosed to the donor, they shall have no vested interest that could result in personal gain.

Adopted and subscribed to by the National Committee on Planned Giving and the American Council on Gift Annuities, May 7, 1991. Revised April 1999.

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Appendix 10.c. IAIA Archive Collections Acquisition Policy

IAIA ARCHIVE COLLECTIONS ACQUISITION POLICY
(Section pertaining to acquisition policy)

IAIA collecting priorities are established to support and enhance the mission of IAIA. IAIA collecting priorities include:
    IAIA
- Academic Division
- IAIA Museum of Contemporary Native Arts
- Land Grant and Continuing Education Programs
- Other IAIA departments and divisions

    Personal manuscript collections pertaining to the following:
- The history of IAIA and its various components
- The contemporary Native art movement
- American Indian education

Conditions of Acquisition
- Acquisitions must be relevant and consistent with the IAIA mission and the purposes of the Archives
- All items must have cultural, historical, research, interpretive, or aesthetic value
- All moral, legal, and ethical implications of the acquisition must be considered
- The Archives will not knowingly or willfully acquire items that have been collected contrary to international, national, state, or local laws or regulations, treaties, and/or international conventions
- When items of cultural or spiritual significance to ethnic groups or religious communities are considered for acquisition, the Archives will make informed judgments as to appropriateness for acquisition, with sensitivity to subsequent care and/or exhibition of such items
- The Archives will draw on expertise of other individuals for the evaluation of potential acquisitions when items fall outside the expertise of the Archives staff
- Whenever possible, items will be documented or documentable, including, but not limited to, provenance, artist/maker, date, use, and intellectual property rights (copyright, trademark, etc.)
- The Archives does not guarantee the exhibition, digitization, or publication of any item
- All donated items are accepted as free and unrestricted gifts, to be used at the discretion of the Archives; exceptions to this policy must be approved by the Archivist in writing.
- The Archives must be capable of providing for the storage, protection, and preservation of items under conditions that ensure access and meet professional archival standards
- No item will be collected which constitutes a potential hazard to personnel, environment, facilities, or collections
- No judgments as to monetary appraisal or valuation of donations or potential donations will be provided by the Archives other for internal use
- Accessioned items will have permanency in the collections as long as they retain their physical integrity, identity, and authenticity, and remain consistent with the Archives' purpose

Acquisitions Procedure

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- The Archivist will govern all acquisitions and deaccessions of the Archives and final approval of all acquisitions is subject to the approval of the President of IAIA.

- The Archives requires the following documentation for a gift to the collection: 1) a completed deed of gift transferring title of the materials to the Archives and/or 2) the written approval of the IAIA President accepting the item.

- All donated items must be accompanied by a signed Deed of Gift, transferring legal title to IAIA. The donor signature on this document serves as assurance that the donor owns the item or items or has legal authority to act on behalf of the items' owner, and has clear title to the property being conveyed.

- The Deed of Gift acknowledges the transfer of ownership to IAIA as of the date that both the donor and the Archivist have signed the document, regardless of which entity signed first [Note: this was slightly altered from the original; Archives staff was changed to Archivist since it is the Archivist who governs all acquisitions]

- Acknowledgments approved by donors will be considered a condition of the gift. The Archives will observe all conditions, limitations, or restrictions approved by the IAIA Board of Trustees. In special cases, the IAIA Board of Trustees may consider gifts offered with limitations or restrictions. These conditions will be stated clearly in the instrument of conveyance and made a part of the acquisition records.

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Appendix 10.d. IAIA Museum of Contemporary Native Arts (MoCNA) Collection Management Policy

IAIA MUSEUM ACQUISITION POLICY
(Section pertaining to acquisition policy)

MoCNA Collections
Works of art cared for by MoCNA fall into two categories: permanent and working:

Permanent collection (National Collection of Contemporary Native Art)
The permanent collection is also referred to as "The National Collection of Contemporary Native Art" (NCCNA). NCCNA includes accessioned items held in public trust (see Criteria for Acquisition).

Working Collection
MoCNA will maintain the Working Collection for objects that do not fit entirely with the mandate of the Permanent Collection. The objects in the Working Collection, may be utilized for display, decoration, practical museum activities (framing, conservation, etc.) and can be handled by staff, students, volunteers, and may be deemed expendable.

Objects entering the Working Collection will be accepted on behalf of MoCNA under the following guidelines:
- The decision to designate an object as part of the Working Collection is made by the acquisition committee, who will also advise on the appropriate use of the object;
- The curatorial decision that leads to a designation of Working Collection may also result in a reduced level of care, documentation, conservation, and restoration;
- Objects may be acquired specifically for the Working Collection (e.g. posters, samples, commercial items) or may be transferred from the Permanent Collection to the Working Collection;
- The objects designated to the Working Collection will be accessioned and maybe deaccessioned due to specific circumstances (light damage, damage, wear and tear, irrelevance, etc.).

Acquisitions

Criteria for Acquisitions
MoCNA may acquire a gift or purchase for the Permanent and Working Collections if the work of art meets the following criteria:
- It is within the terms of MoCNA's mission statement;
- It supports exhibitions, education and research;
- Works of all media including but not limited to painting, drawing, graphics, photography, media, jewelry, fashion, sculpture and installation;
- Does not contradict MoCNA ethics and standards on culturally sensitive materials [i.e. Native American Graves Protection and Repatriation Act (NAGPRA)];
- It complies with laws and treaties governing cultural properties;
- There is clear, legal title;
- Storage and/or other resources to house it are adequate.

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If a work is not appropriate for acquisition to the Permanent Collection, it may be acquired for the Working Collection. In such cases, the donor should be notified that the work would be acquired for the Working Collection. Items proposed for the Working Collection must be presented to the Acquisition Committee.

It is MoCNA's policy to not accept gifts that carry restrictions. Exceptional circumstances may be taken into consideration, which would allow gifts to be accepted with well- defined and reasonable restrictions. However, all gifts that carry special restrictions must be reviewed and approved by the Acquisitions Committee in advance of their acceptance by the Museum and will be identified in the Deed of Gift (see Appendix A). Donors intending to name the Museum as a beneficiary of a bequest should be encouraged to bring this to the attention of a curator in advance for review and/ or preliminary approval.

Acquisition Committee
The Acquisitions Committee includes the MoCNA Director, the Chief Curator, Curator of Collections, Registrar and an IAIA Museum Studies faculty member. If any of the Acquisitions Committee positions are vacant, the MoCNA Director may appoint another staff member to the position. The Acquisitions Committee may accept items for the Permanent Collection or the Working Collection. Rejected items will be promptly returned to the donor. The Acquisitions Committee will meet on a quarterly basis and/or will correspond electronically for special circumstances. An Acquisitions Committee quorum will consist of 50 % plus one of the Acquisitions Committee members for final approval.

Acquisition Procedures
All works of art proposed for acquisition should be relevant and support the stated mission of MoCNA.

Acquisitions may be made by purchase, gift, fractional interest gift, bequest, transfer or exchange.

All works of art proposed for acquisition, including works proposed as promised gifts for future acquisition, must first be recommended by a member of the Acquisitions Committee.

The Committee member presenting the works of art to the Acquisition Committee are required to fill out a Proposed Acquisition Form of the proposed object (see Appendix B). During the Committee meeting an outline will be presented, and the reasons why the proposed work is desirable for the Collection will be discussed, including explaining the work's provenance and importance, its relation to other works by the same or related artists in the collection, and its particular contribution to the Collection and the mission of MoCNA in the broadest sense. Works to be considered for acquisition should, whenever possible, be on display during the committee meeting using a short-term loan receipt (see Appendix C).

Acquisition of an object, either by gift or purchase, is only after a majority vote of the committee members present and constituting a quorum required for approval of acquisition.

However, when timing or other constraints make it impossible or impractical to present work to the Acquisition Committee prior to acquisition, the Museum Director has the authority to acquire the work, referred to as Director' s Discretion. All works acquired in the absence of a

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Committee meeting must be reported and presented at the next scheduled Acquisition Committee meeting with the appropriate paperwork.

Upon acceptance of the object by the Acquisition Committee the Registrar will begin formalizing the acquisition. MoCNA requires the following documents for accession:

- Acceptance letter;
- Justification Checklist;
- A Deed of Gift signed by the donor transferring title of the work of art(s) to MoCNA or a receipt or proof of purchase.

Accurate records must be maintained for all works of art acquired for MoCNA collections, as presented in the "Accessioning/Record Keeping" section of this policy.

The Office of Institutional Advancement will be informed of all donations accepted by the Acquisitions Committee. The Registrar will provide a Non-Cash Donation form along with copies of the acceptance letter, Deed of Gift, appraisal, and any other pertinent documents related to the donation.

If the work is by a living artist, whenever possible the artist should be informed of his/her work being accessioned into the collection. Every effort should be made to obtain a non-exclusive license allowing reproduction of the work for educational purposes.

The MoCNA Director will provide a full report of all acquisitions deaccessions or repatriated items to the IAIA Board of Trustees at each next regular meeting of the board.

Warrant of Provenance

MoCNA requires that all donors and vendors warrant that a proposed acquisition has been legally obtained in compliance with all local, state, federal, and international laws; that it has not been imported or exported in violation of any laws thereof or of the UNESCO (United Nations Educational Scientific and Cultural Organization) conventions; and that there are no liens on the work of art. To warrant this compliance and formalize the provenance of each work of art, donors and vendors must provide MoCNA with a letter or document defining the provenance of the property. This document will state the name of the maker if known, how the donor or vendor acquired title to the work of art, information concerning copyright, and any history of previous owners. The donor or vendor should provide MoCNA with copies of previous transfers of title to establish the provenance of the work of art.

The absence of provenance documentation will cause any action on an acquisition by the Acquisitions Committee to be put on hold until documentation is provided.

The Acquisitions Committee or the MoCNA Director will resolve any questions concerning the provenance of a proposed gift.

Acknowledgments and Conditions

MoCNA will adhere to the requests for donor acknowledgement (i.e. Collection of… or Private Collection) and will be identified on the Deed of Gift.

Partial Interest Gifts

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A partial interest gift is one in which the MoCNA is given a partial interest and the donor retains a fractional interest. The MoCNA may accept partial interest gifts only if the donor intends to donate the remaining fractional interest and unrestricted interest in the property to the MoCNA before the earlier of: a) the date that is ten years after the date of the initial fractional contribution, or b) the date of the death of the donor, as specified by federal law in the Pension Protection Act of 2006 (Public Law 109-280). The fair market value of such contributions shall be determined the lesser of: a) the fair market value of the work of art at the time of the initial fractional contribution, or b) the fair market value of the work of art at the time of the additional contribution.

If the Acquisitions Committee approves the request, the Registrar will prepare a Deed of Partial Gift between the MoCNA and the donor. The MoCNA will only accept partial interest gifts subject to completion of a contract with the donor. In the contract, the donor must agree that any percentage of the property still remaining with the donor at the time of the donor's death will be assigned to the MoCNA without restrictions or conditions.

In accordance with IRS regulations, the MoCNA will maintain annual custody for the portion of the year that reflects the percentage of the MoCNA's ownership in the gift. The donor may leave the work of art in the MoCNA's custody for the donor's portion of the year, which must be treated and recorded as a loan for that time. The MoCNA and the donor each will be responsible for the care, maintenance, and insurance of the work of art while in their respective custody and will consult with each other concerning the use and treatment of the property.

Year-End Donations
Federal law allows a donor until midnight, December 31, of any given year, to complete a gift transaction so that the donor may claim a tax deduction for that year.

Promised Gifts
There may be instances in which MoCNA may consider a promised gift. A promised gift is a written intent by a donor to give a specific gift to MoCNA at a future time. A promise does not confer transfer of title; any promised gift in the custody of MoCNA will be treated as a loan until the promise is fulfilled.

Gifts from the IAIA Staff, Alumni, Students and Board of Trustees
Gifts from the IAIA community must be approved by the Acquisitions Committee and follow due process. MoCNA may solicit works of art for the collections from the IAIA Board of Trustees, alumni, faculty and staff.

Bequests of Works of Art
Bequests of work of art will be referred to the MoCNA Director, who will consult with the Office of Institutional Advancement. Objects in the bequest to MoCNA must be reviewed and accepted by the Acquisitions Committee.

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Appendix 10.e.: IAIA Public Art Program Policy

Public Art Program and Policy

The Public Art program at the Institute of American Indian Arts (IAIA) seeks to enrich the campus's visual and intellectual environment by placing works of art in strategic locations across the campus. The Public Art program gives expression in intelligible and symbolic form to the experience of IAIA members and visitors as members of a public society, relating individual works of public art to the educational, cultural, historical, social, or political dimensions of its environment.

Public art works enrich the broad IAIA community as well as visitors by enhancing the educational experience; deepening a sense of place and the experience of space; stimulating diverse viewer responses; encouraging questioning; and creating lively gathering spots. As such the Public Art program extends, and is a reflection of, the Campus's core educational mission.

All proposed works of public art for the IAIA campus—whether to adorn outdoor spaces, the facades of buildings, or the public spaces of Campus buildings (particularly those buildings serving a significant public function)—must be reviewed and recommended by the IAIA Public Art Committee. The Committee reviews all proposed works of public art and forwards its recommendation for or against to the President for a final decision.

Representatives from IAIA community lead the IAIA Public Art Committee. The Committee membership is comprised of various members of the campus community who serve at the invitation of the Committee. The Committee is comprised of the following: <u>IAIA MoCNA Curatorial staff, IAIA Faculty, IAIA Museum Studies Faculty, ASG Representative, IAIA staff and Public Art Advisor.</u> The Committee invites and encourages IAIA's community to participate in developing its Public Art program.

Because one of the goals for Public Art at IAIA is to elevate the stature and volume of public art on the campus, individual departments are advised to contact the Committee chair early in the process of considering acceptance of a gift, considering a purchase or commission, or otherwise considering a location or a re-location of an existing work of public art. Especially in the case of proposed gifts of public art, or dollar gifts to be used for the purchase or commission of a work of public art, departments may not offer guarantees of acceptance to prospective donors before the Committee has considered a proposed work of public art.

Criteria for Acceptance, Including Preservation Needs

The Campus's Overview and Guidelines for public art provide guidance on the criteria used to evaluate works of public art for gift, purchase, or loan. In addition to qualitative criteria, it is expected that all new works of public art recommended to the Committee by the Campus at large will come with funds to guarantee their future preservation and/or conservation. When the request comes from a department, that department will be responsible for guaranteeing the work's long-term preservation, regardless of the source of funds. Absence of such funds will be grounds for the Committee to recommend that a work not be accepted.

Principles and Guidelines

The Public Art program strives to position works of public art of the highest caliber in settings appropriate to the scale, purposes, aesthetics, and materials of individual works. Stewardship

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for the existing collection of Public Art and for all works entering IAIA's Public Art collection in the future is an integral part of the program. The program strives to operate on a timely and responsive basis relative to departments, donors, and others and to foster productive relationships with the diverse stakeholders in public art.

The Public Art program identifies works of public art as operating equivalently to projects of research and publication in a variety of academic disciplines. As such, the program seeks to give visual and physical form to IAIA's core values, such as freedom of speech and expression alongside respect for diverse viewers and the creation of a stimulating yet safe environment.

The Public Art program recognizes and makes use of the particular characteristics of public environments in which diverse users come together for a wide range of purposes. Accordingly, the program seeks to balance issues of originality and intellectual and visual provocation with a respect for the diverse activities that take place in such spaces, and for the physical beauty and integrity of the campus and of campus buildings.

The Public Art program reflects the history of IAIA, including the evolution of taste, values, and formal expressions in the spheres of art and design, while also reflecting IAIA's evolving priorities as a global leader in Native art. The program particularly fosters new works of public art reflective of IAIA's engagement in the world, both culturally and geographically and intellectually.

Criteria

The Public Art program applies a consistent set of criteria in evaluating works of public art—whether sited permanently or temporarily—that are offered to IAIA as well as works, which IAIA or its departments proactively seek to add to the public environment. Essential to these criteria are the following:

- The aesthetic and/or historical significance of an individual work of public art and its potential to enhance the IAIA campus
- The significance of the artist or artists
- The relative uniqueness of the work of art, including factors of originality and authenticity
- The ethical position occupied by the work of art, including consideration of provenance
- The contribution an individual work of art can be expected to make to IAIA's educational mission, as well as to the existing collection of Public art
- Appropriateness to site, including (for outdoor sites) appropriateness to the site's adjacent architecture, hardscaping, and landscaping
- The appropriate use of IAIA resources, including funding, staffing, etc.
- IAIA's ability to assure the proper long-term care of the individual work of public art, including security, conservation, and maintenance
- The safety of the work of art, as well as the safety of users interacting with it
- Where works of art come as donations, IAIA's ability to manage effectively the long-term stewardship of donor relationships

For site-specific commissions additional criteria include:
- The way in which the work would affect the way we think about the world we inhabit
- The work's capacity to contribute significantly to the canon, probe the conditions of its own production and expand the possibilities and parameters of art as we understand it

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- ●The work's capacity to withstand the test of time while embodying the vitality of artistic production today
- ●The way in which the work honors the artist's intention

Process for Proposals

See www.iaiapublicart.org or IAIA Public Art Committee Members (See Below for member contact information)

This is the general process for Institute of American Indian Arts Public Art proposal(s)/project(s) on permitted locations or in permitted areas on the IAIA Campus. This is open to various types of Public Art as: visual, sculpture, installation(s), land-based, mosaic, relief artwork applied to exterior walls, facilities or structures. This also includes new media, video, live art and performance.

To start the process, you may pick up a copy of IAIA's Public Art program proposal form. This form is available via www.iaiapublicart.org, IAIA's Facility Manager and IAIA Public Art Chair. Note: Updated-IAIA Public Art information and proposal process and forms can also be found on IAIA Public Art Blackboard. (You will need to submit a completed IAIA Public Art Proposal Form with required information).

1. All proposals for new works of public art will be made initially to the chair of the IAIA Public Art Committee Chair. Based on the nature of the request, ample time should be allowed for the Committee to review the request, bearing in mind that the Committee meets every second Wednesday in the Collection Conference Room (213) inside Science and Technology Building from 10:AM to 12:00PM. These meetings will be held monthly in relation to IAIA's school calendar and as needed in the summer session. Emergency meetings are held on a need basis.
2. You will be asked to submit the following as part of the proposal:
   A. Contact information for the sponsoring person or group proposing the art/mural project
   B. Provide a detailed description of proposed artwork/project with emphasis on idea(s)/objectives
   C. The specific location for the art/mural project
   D. Concept sketch and description of the art/mural project
   E. List of materials used for art/mural project • a schedule for the art/mural project
   F. Schedule for completion of artwork
   G. Plans for maintenance and upkeep of art/mural project
   H. Funding request
3. You will need to contact IAIA's Public Art Committee Chair and schedule to present your proposal in person(s), as well questions the Committee might have regarding your proposal (see IAIA Public Art's designated monthly meetings
4. The Committee will review your proposal with you
5. The Committee will take a vote and will grant, deny or make recommendations to your proposal.
6. You will be able to begin your art/mural project if granted approval or you can make changes to your proposal if recommendations were made or if it was denied. (Approved art/mural projects will have a time frame to be completed by.)
7. Art/Project(s) will also be identified as temporary, semi-permanent or permanent

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displayed and IAIAPA Committee will determine the time frame of each Art/Project (Temporary/Semi Permanent Art Projects will be painted over, deinstalled or asked to be removed at a agreed or determined date and time)

8. Public Art Proposal(s) by institution(s), organization(s) and foundation(s) will need to be reviewed by IAIAPA Committee and approved before loaned work is accepted onto IAIA's Campus. This will also require a loan agreement between IAIA and the lender.

Typically, from this point, logistical matters relating to approved proposals will be coordinated between the requesting department and the Facility Manager, who in turn will call on other campus offices as needed. The Facility Manager will coordinate installations, but will not be responsible for installation costs, which will be borne by the requesting department.
public art works will be identified by approved IAIA Public Art labels.
Outdoor works requiring plaques of any kind (e.g. donor plaques, identifying plaques, or interpretive information) must be coordinated with the Facility Manager.

In the event of commissioned work, the requesting department will be required to remain in contact with the Committee throughout the commissioning process, in order to assure that the work remains consistent with the approved proposal and to assure quality control. Significant changes to the approved proposal will require subsequent review(s) by the Committee, including a possible recommendation that the work not go forward.
Once sited, no work of public art may be moved without notifying and achieving the consent of the IAIA Public Art Committee.

Site/Location
Where the requesting department does not have a preferred site in mind, or where that site has been determined to be unacceptable or impractical by the Committee, the department may request the support of the Committee in determining an appropriate site.

Commissioned Works of Public art
In addition to the general process outlined above, Campus departments may have an interest in commissioning a work of Public Art. Typically, such requests will come either with funding attached to the proposed commission or failing that with a funding plan. Only in the most exceptional circumstances will the Committee be able to work with interested departments or individuals to identify possible funding and/or a funding plan. The Committee is prepared to consult with interested departments or individuals relative to possible commissions and to help in identifying suitable artists or avenues for identifying such artists.

Once a proposed design for such a commission has been achieved, it will enter the review process described above.

Placing Works of Art on Campus
Conditions that must be met include:
- Installation and deinstallation shall only be by members of the Facility Manager or their authorized agents
- Art hung on walls shall be secured to the wall with security hardware so as not be readily movable
- Art shall be displayed in rooms that are locked when not in use
- Art shall be displayed in areas with adequate climate control and shall not be hung in direct sunlight, over a working fireplace, near a heating or air conditioning department, or near any source of water

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- Paintings shall be protected with UV-filtering Plexiglas in areas where food or drink are served
- Art shall be installed so that it is safe from vandalism, can be easily maintained, and poses no danger to users
- Reserves the right to remove public artwork from its public setting for public safety.
- The work of art shall not be moved, unframed, cleaned, restored, or otherwise handled by the host department or others without permission from the Facility Manager.
- Art shall not be left in a room during renovations or painting.
- When not being displayed, art shall be stored in a secured area approved by the Facility Manager.
- All loans are subject to inventory controls by the Facility Manager who will conduct periodic condition reports.

Funding Considerations for Approved Art/Projects
IAIA Public Art has a limited Annual Budget and will determine funding for each approved project. This will be determined at the time of proposal review, if funds being requested for project are available.

Responsibility of Artist(s)
Artist(s) submitting proposals and participating in IAIA's Public Art program must:
1. Respond to notices in a timely and complete manner;
2. Return documents in a timely manner
3. Be available for follow-up communications with Public Art Committee;
4. Be able to explain submitted work;
5. Develop and adhere to a project budget;
6. Perform within the schedule of a project;
7. Deal professionally with all IAIA representatives and contractors;
8. Deal responsibly with the Public Art Committee, IAIA community and campus and abide by IAIA rules and regulations

IAIA Public Art Program-Loan(s) (Artist(s), organizations, institutions and foundation(s))
1. IAIA Public Art program will set forth in terms a mutual understanding in its IAIA Public Art Exhibition Agreement with lending Institutions, organizations and individuals for accepted Public Art proposals. The Public Art Committee may renew this agreement at the end of the loan period.
2. IAIA and its Public Art program is responsible in adhering to its Public Art Exhibition agreement(s) with lending Institutions, organizations and individuals and no conservation or maintenance is performed without permission.
3. IAIA shall provide insurance for public art loan(s) while it is on its premises and shall provide a certificate of insurance to its lenders.
4. IAIA Public Art Program shall credit the lending Institution, organization and individual on all signage and labels for public art work(s).
5. IAIA and the Public Art program will comply with federal copyright laws and uphold the rights of authorship as recognized by law.

IAIA Public Art Program-Gift process
1. All proposals for donation are initially reviewed by the IAIA Public Art Committee to determine if the artwork will enhance IAIA Public Art collection. The Committee meets to review through out the year based on proposals submitted.
2. IAIA Public Art program collects a variety of art, including paintings, prints and other works on paper, sculpture, glass, ceramics, photographs and other objects.

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3. We accept works as either unrestricted or restricted. Unrestricted gifts may or may not remain as part of the IAIA Public Art collection —they may be traded for other works of art or sold to otherwise support IAIA and its Public Art program. Restricted gifts are accepted only for perpetual use in the Collection. This may include being available for loan to other qualified institutions that we are partners with.
4.

Public Art Work Records and Storage
1. IAIA's Public art Program will establish and maintain necessary records, documentation, and identification, including the location and movement of its Public Art collection and Public Art work(s) on loan.
2. The Public Art Committee will maintain original records containing: the identification, description, location, lender, insurance value and related information about all the works of art in the IAIA Public art Program.
3. Inventory and condition reports of the Public Art collection and work(s) on loan will be conducted on a regular basis.

Art & Leadership: Community outreach and initiative
IAIA's Public Art Program continues to seek out and present emerging artists, art forms and themes for presentation to the public, with the intention of increasing public awareness of its program, initiative and commitment to community outreach with collaborative spaces. The Public Art Program encourages opportunities, open calls, competition, invitational and direct selection for work from its student, faculty and IAIA community. It also encourages opportunities for work and artists outside of the IAIA community through networking, partnering with local and global arts communities.

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Appendix 10.f.: IAIA Library Donation Policy

LIBRARY POLICY

The IAIA library welcomes gifts in support of IAIA's programs. Gifts of books and audio visual media contribute to the library's development and are appreciated by students, faculty, and staff. Donated materials may be added to the library's collection when they support the curriculum or are needed to strengthen the collection. Gifts are treated as new acquisitions and thus are evaluated by the same standards applied to new purchases.

In preparation for receiving large material donations, the library encourages donors to provide a list of items including the name, dates, and general condition of the material.

Gifts will only be accepted when offered unconditionally (unless an exception is specifically made by the Library Director). When donations are accepted it should be understood that upon receipt of the material, IAIA becomes the owner of the material and, as such, reserves the right to determine each item's retention, location, cataloging treatment and other considerations related to its use, maintenance, or removal.

Items added to the collection should be in good condition. Items with stains, mildew, missing pages, or excess writing cannot be accepted. Periodicals are not added to the collection unless as replacements for missing issues in the current collection. Gifts of special collections or items that require separate housing or special care are only accepted at the approval of the Library Director.

Appraisal
The library encourages donors to consider, for their own interest, obtaining an appraisal of their gifts for income tax purposes. Such appraisals are the responsibility of the donor and should be made before the gifts are transferred to the library. The Internal Revenue Service considers the IAIA library to be an interested party which therefore precludes appraisals made or financed by IAIA. For this reason, donors must bear the costs of appraisal. If questions about the donation exist, the IAIA library encourages donors to discuss the gift with an attorney.

Donation Guidelines
Items the IAIA library would like to receive:
- Art books of all kinds (non-Native as well as Native) in good condition, with color images, especially those featuring contemporary artists.
- Illustrated catalogs from recent art exhibitions, especially those featuring Native and contemporary artists.
- Books in good condition on topics related to American Indian art, culture, or history.
- Undamaged hardback and paperback literary works (fiction, poetry, drama, essays) by American Indian and other indigenous authors.
- Undamaged hardback and paperback literary works by historically noted authors.
- Recent, pristine books in subject areas of general interest: politics, history, communication, science, health, music, and film.
- Up-to-date reference books, especially those dealing with art or Native issues.
- Commercial DVDs related to Native American topics
- Commercial DVDs of noted films (award winners, film classics)

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- Commercial CDs of music by Native Americans.
- CDs of American Indian languages.

What the IAIA Library Cannot Take:

- Damaged books (broken spines, crumpled, warped, or ripped covers or pages, books that are stained, mildewed, extensively highlighted or underlined)
- Outdated text books (older than 10 years)
- Outdated nonfiction on topics such as politics, science, health, etc.
- Most magazines and journals
- Encyclopedia sets
- Audiocassette tapes and record albums
- Videotapes of movies or general interest
- Audio books
- Home recordings of movies, TV broadcasts, music, and other copyrighted material

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Appendix 10.g.: Policy For Naming An IAIA Property, Space, Collection, Program Or Endowment

INSTITUTE OF AMERICAN INDIAN AND ALASKA NATIVE CULTURE AND ARTS DEVELOPMENT

POLICY FOR NAMING AN IAIA PROPERTY, SPACE, COLLECTION, PROGRAM OR ENDOWMENT

November 8, 2014

OVERVIEW

The Board of Trustees ("Board") of the Institute of American Indian and Alaska Native Culture and Arts Development ("IAIA") establishes this policy (the "Policy") for attaching the name of a person or organization to all or part of an IAIA building or other physical property, collection, program, endowment or property. This Policy includes a naming that recognizes a donor's financial generosity as well as one that honors an individual or organization for distinguished service to IAIA.

Any naming, as well as the design of a physical item, such as a plaque, memorial or monument, must be consistent with IAIA's governing legislation, its mission statement and core values, and should be done in a responsible, transparent and equitable manner that provides donors and honorees with valuable opportunities to build a legacy at IAIA.

POLICY
1. Definitions

   a. A NAMING OPPORTUNITY PLAN (NOP) is a list of specific naming opportunities – for example, an opportunity to name a classroom in an academic building or an endowed chair – along with the corresponding minimum dollar amount required for the opportunity. The NOP may be part of a fundraising campaign of limited duration.
   b. A NAMING PROPOSAL is a request to attach a name of an individual or organization to a specific property, facility, collection, program or endowment to recognize a financial contribution or to honor that individual or organization for distinguished service.

2. Responsibilities

   a. The President shall submit any NOP and NAMING PROPOSAL to the Board for review and approval.
   b. The Board shall approve or reject any NOP or NAMING PROPOSAL or delegate this responsibility to the President.
   c. The Board hereby delegates to the President the authority to approve any NAMING PROPOSAL for a bench, marker, memorial, tile, plaque or similar item to recognize a financial contribution of $10,000 or less.
   d. IAIA's legal counsel shall review any offer and agreement for a naming commitment.

3. Procedure for Development, Review and Approval of a NOP

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    a.   No NOP (or proposed NOP) shall be circulated to a prospective donor or honoree prior to Board approval of the NOP.

    b.   A NOP shall include:

        i.   Information about any associated fundraising campaign, including its purpose, goals, implementation plan and timeline.

        ii.   Confirmation that facilities-related costs have been reviewed by the Director of Facilities Planning (if facilities are involved) and that the NOP has been reviewed by the dean or director of any affected academic or administrative unit.

        iii.   A schedule of specific naming opportunities with corresponding minimum dollar requirements

    c.   The President shall recommend a NOP to the Board for approval and the Board shall approve, deny or request additional information on the NOP.

    d.   A Board-approved NOP may be changed at any time by the Board on recommendation of the President. In general, the Board will not change a Board-approved NOP other than for exceptional circumstances.

4.   Procedure for Submission and Approval of A NAMING PROPOSAL

    a.   Once a NOP has been approved by the Board, a prospective donor or honoree may be engaged in discussions about naming opportunities included in the approved NOP to determine the donor's or honoree's interest and preferences in such opportunities.

    b.   When a preliminary understanding between IAIA and a prospective donor or honoree about a NAMING OPPORTUNITY has been established, the prospective donor or honoree must be informed that the final NAMING OPPORTUNITY commitment must be approved by the Board.

    c.   In submitting a NAMING PROPOSAL to the Board, the President shall include:

        i.   A statement of how the NAMING PROPOSAL arose, and the Board action the President recommends.

        ii.   A description of the property and name proposed.

        iii.   A statement about the prospective donor or honoree, including a background check and/or due diligence, when appropriate, to ensure that the NAMING PROPOSAL is consistent with IAIA's governing legislation, mission statement and core values and identify any potential conflict of interest or controversy.

        iv.   Confirmation that the NAMING PROPOSAL (or the underlying NOP) has been reviewed by the member of the President's Cabinet overseeing any affected academic or administrative unit, and any facilities costs associated with the naming have been reviewed by the Facilities Manager.

        v.   Disclosure of any known potential conflict of interest or controversy and a summary of any advice the President may have obtained about it.

        vi.   In the case of naming to recognize a financial contribution:

            a)   Either confirmation that a NAMING PROPOSAL is covered by a NOP or an explanation of any departure from the NOP.

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    b) A description of the proposed donation, including its amount, any contingencies and limitations associated with it, and when it vests.

  vii. In the case of honorific naming:

    a) A description of the exceptional nature of the honoree's service to IAIA.
    b) A summary of IAIA's corresponding fundraising campaign should a significant fundraising opportunity exist alongside the honorific naming.

  viii. Approximate costs associated with implementing the NAMING PROPOSAL.

  d. In considering a NAMING PROPOSAL, the President may form a committee or consult with anyone he/she deems appropriate, including members of the IAIA community, legal counsel and financial advisors.
  e. The Board shall review and approve, decline or request additional information on a NAMING PROPOSAL except for NAMING PROPOSALS covered by Section 2, Item c above.
  f. Any NAMING PROPOSAL shall be formally announced only after Board approval, and only with the prospective donor's or honoree's approval of the announcement.

5. Additional Considerations for Naming Based Solely on a Financial Contribution

  a. In general, naming commitments based solely on financial contributions should be done based on an approved NOP.
  b. Funds or financial contributions received under a NOP for a property, space, facility, collection or program do not have to be spent on the named property, space, facility, collection or program.
  c. A planned bequest or deferred commitment from a donor ordinarily is not eligible for a naming commitment except when the planned gift is irrevocable.
  d. A naming commitment based on a pledge ordinarily shall be contingent on fulfillment of the pledge.

6. Additional Considerations for Naming in Honor of an Individual or Organization

  a. A NAMING PROPOSAL to honor an individual or organization should be reserved for individuals who have demonstrated exceptional service to IAIA through leadership or distinction in teaching, research or other activities that have benefited IAIA over a significant period of time. Individuals so honored should have demonstrated exemplary character, honesty and personal and professional ethics.
  b. Except by express Board resolution, an honoree may not be a current employee of IAIA, an individual in active service to IAIA, or someone holding elected office at the time the NAMING PROPOSAL is reviewed by the Board, except for honorees recognized under Section 2, Item c above. Nor may an honoree have any expectation of returning to IAIA employment or service after the NAMING PROPOSAL is approved.
  c. A corporation, foundation, government agency or other organizations ordinarily shall not be eligible for honorary naming.

7. Duration of a Naming Commitment, Renaming, and Related Issues

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    a.   Naming of a property, space, facility, collection or program to recognize an individual will ordinarily be effective for the useful life of the location, collection or program.

    b.   Naming of an endowment will ordinarily be in perpetuity.

    c.   Naming to recognize an entity other than an individual will ordinarily be for a number of years determined on a case by case basis.

    d.   When a named property, space, facility or collection must be replaced, substantially renovated or dedicated to a new use, it may be renamed. When the purpose of an endowment or program is so altered that its association with the named entity is no longer relevant or appropriate, it may be renamed. If there is a renaming, IAIA may recognize earlier donors and honorees in an appropriate alternative form.

    e.   If the identity of a donor or honoree changes – for example, through divorce or change of corporate existence – IAIA may decide whether to retain or replace the previous name.

    f.   If circumstances change so that continued use of a NOP or of a name may have an adverse effect on IAIA, the Board may withdraw the NOP or the name and, if necessary and appropriate, return any donation or a depreciated portion of it.

    g.   When a name change is proposed, IAIA will make reasonable efforts to inform the original donor or honoree and his or her immediate family members of the proposed change.

    h.   Naming a property, space or facility does not preclude future naming within the property, space or facility.

    i.   The size, design and wording of a sign that acknowledges corporate generosity should not include a logo or otherwise have the appearance of advertising.

    j.   Notwithstanding anything in this Policy, the Board retains sole and full discretion to determine how and when to apply this Policy and to interpret its terms.

8. Each gift agreement shall include a written acknowledgement from the donor (or his/her/its representative) that he/she/it has received, read, understands and agrees to abide by the Policy.

Appendix 10.h. Donor Relations and Stewardship Policy and Guidelines

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DONOR RELATIONS AND STEWARDSHIP POLICY

			PRESIDENT'S CIRCLE			
	Up To $499	$500 to $999	$1,000 to $2,499	$2,500 to $4,999	$5,000 to $9,999	$10,000 & Up
ACKNOWLEDGMENT						
Written acknowledgement from Advancement Office	1st	1st	1st	2nd	2nd	2nd
Written acknowledgement from President				1st	1st	1st
Written acknowledgements for Board members from the President	1st	1st	1st	1st	1st	1st
Written acknowledgements for Board members from Advancement Office	2nd	2nd	2nd	2nd	2nd	2nd
Phone call from Advancement			✔	✔		
Phone call from President					✔	✔
Monthly List of $100 and up donors	$100+	✔	✔	✔	✔	✔
Written acknowledgement from student and/or faculty			✔	✔	✔	✔
INTERACTION						
Annual visit/meeting with President and/or Advancement Director			✔	✔	✔	✔
Semi-annual visit/meeting with President and/or Advancement Director				✔	✔	✔
Invitation to Scholarship Night		✔	✔	✔	✔	✔
Invitation to Circle events			✔	✔	✔	✔
RECOGNITION						
Annual donor lists			✔	✔	✔	✔
Web donor lists (primarily sponsors)				✔	✔	✔
Circle groups			✔	✔	✔	✔
Gift Recognition Opportunity					✔	✔

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| | | Up To $499 | $500 to $999 | PRESIDENT'S CIRCLE | | | |
				$1,000 to $2,499	$2,500 to $4,999	$5,000 to $9,999	$10,000 & Up
	"Appreciation" card			✓	✓	✓	✓
	Gift (level 1)					✓	✓
	Student Art					☐	✓
COMMUNICATION							
	Newsletter(s)	✓	✓	✓	✓	✓	✓
	Updates from President			✓	✓	✓	✓

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Appendix 10.i. IAIA and Affiliated Entities: Overview of Gift Acceptance and Procedures

Aspect of gift acceptance	IAIA Foundation	IAIA Trust	IAIA
	Est'd 2010 to expand the college's capacity to raise private donations to support IAIA's priorities. A separate 501(c)(3) incorporated in the state of NM. Has its own Board of Directors elected by the members of the IAIA Foundation Board of Directors. From an auditing standpoint, the Foundation is considered a discrete component part of IAIA and follows the same auditing guidelines and procedures as the college.	Est'd 1989 to accept donations / gifts to IAIA. Auditors present Trust as "blended component unit, which is a separate incorporate nonprofit entity controlled by IAIA, recognized and described by section 501(c)(3) of the Internal Revenue Code."	also incorporated as 501(c)(3) in 2003 but has never directly accepted donations/gifts. Board of Trustees appointed by POTUS also governs IAIA Trust.
GIFTS NOT TO ENDOWMENT FUND			
Outright Gifts of cash/securities	accepts cash gifts & transfers to Trust		Office of Institutional Advancement (OIA) records and processes
Non-cash Gifts	accepts auction non-cash gifts for IAIA Gala	accepts all non-cash gifts besides auction: MoCNA, Library, Archives, Public Art	
ENDOWMENT FUND		holds & administers Endowment Fund	Endowment Investment Committee a committee of the Trustees
Cash gifts to endowment	accepts cash gifts & transfers to Trust		Office of Institutional Advancement (OIA) records and processes
Other gifts to endowment			known gift arrangements recorded in OIA database & related paperwork filed in OIA.

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11. Forms and Templates

Forms 11.a. Sample Bequest Language

SAMPLE BEQUEST LANGUAGE

A specific amount bequest delivers a set dollar amount to the Institute of American Indian Arts. Example: "I give, devise, and bequeath the sum of $[Amount] to the Institute of American Indian Arts, Santa Fe, New Mexico."

A percentage bequest delivers a stated percentage of either the donor's entire estate or her or his residuary estate to the Institute of American Indian Arts. Example: "I give, devise, and bequeath [Number] percent of all of my estate to the Institute of American Indian Arts, Santa Fe, New Mexico." Other types of bequests also may be on a percentage basis.

A property bequest delivers to the Foundation an item described by the donor. Example: "I give, devise, and bequeath to the Institute of American Indian Arts, Santa Fe, NM, 87508 [Property Description] to be used for such purposes of the Institute of American Indian Arts as the Institute's President may determine."

A residuary bequest delivers the balance of an estate or a designated percentage of the balance to the Institute of American Arts after all estate administrative costs, taxes, and bequests have been fulfilled. Example: "I give, devise, and bequeath [Number] percent of all the rest, residue, and remainder of my estate to the Institute of American Indian Arts, Santa Fe, New Mexico, after payment of all administrative costs, taxes, and bequests have been made."

A contingent bequest delivers the stated asset to the Institute of American Indian Arts if some event occurs. Generally, the Institute of American Indian Arts may be listed as a contingent beneficiary after the death of a prior beneficiary. Example: "I give to [Name] the sum of $[Amount] providing he survives me, and, if not, I give the sum of $[Amount] to the Institute of American Indian Arts, Santa Fe, New Mexico." Other types of bequests also may be contingent.

An unrestricted use bequest provides general support. Example: "to be used in such a manner as the President or Board of Trustees deems most useful for the general purposes of the Institute of American Indian Arts, Santa Fe, New Mexico."

A restricted current use bequest limits the use of the bequest to the purpose specifically described, such as scholarships, research, specific program support, etc. Example: "to be used for [Restricted Use Description] at the Institute of American Indian Arts, Santa Fe, New Mexico."

An unrestricted endowment bequest provides annual income to support general operations. Example: "to be added to the endowment fund of the Institute of American Indian Arts, Santa

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Fe, New Mexico, the annual income thereof to be used for the benefit of the Institute of American Indian Arts, in such a manner as the Board of Trustees thereof may direct."

A restricted endowment bequest provides annual income limited to the purpose specifically described, such as scholarships, research, specific program support, etc. Example: "to be added to the endowment fund of the Institute of American Indian Arts, Santa Fe, New Mexico, the income from which shall be used for [Restricted Use Description], in accordance with the policies of the Institute of American Indian Arts."

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Forms 11.b.: Deed of Gift Form (Archives)

DEED OF GIFT
IAIA Archives

By These Present:
Effective immediately upon execution of this Deed of Gift, I/We irrevocably and unconditionally give, transfer and assign to the Institute of American Indian Arts Archives ("Institute") by way of gift, exclusive ownership of all rights, title and interests (including legal ownership of title, along with all copyright, trademark, other intellectual property rights and related interests that I/we may own), in, to and associated with the archival materials described below, except as may be specifically excepted herein. The Institute may in its sole discretion exercise all rights attendant to such transfer and assignment, under existing laws and as such laws may be further amended or enacted relating to rights in the archival materials regardless of the technology, media, form, means or methods now or in the future used or employed by the Institute in connection with the archival materials, including but not limited to the right: to reproduce the archival materials in copies; to prepare derivative works of the archival materials; to distribute copies of the work to the public by sale, rental, lease or license; to perform the archival materials publicly; to display the archival materials publicly; and to use or otherwise incorporate the archival materials in whole or in part (modified or otherwise) in a trademark or service mark or in other ways in connection with the business or other activities of the Institute, its licensees or transferees.

[THE NEXT TWO PARAGRAPHS ARE ALTERNATIVE PARAGRAPHS: USE ONLY ONE OR THE OTHER AS APPROPRIATE]

I/We affirm that I/we own said Work(s) and that to the best of my/our knowledge I/we have good and complete right, title and interests to give, including clear title, all copyright, trademark, other intellectual property rights and related interests that I/we may own.

I/We affirm that I/we own said Work(s) and that to the best of my/our knowledge I/we have good and complete right, title and interests to give except as to [INSERT DESCRIPTION OF EXCEPTED PROPERTY INTEREST] which is held by

[INSERT NAME OF OWNER OF EXCEPTED PROPERTY INTEREST].

I/We assign to the Institute of American Indian Arts full powers of management, access, display, conservation and disposition at its sole discretion. Any evaluation for income tax purposes is to be obtained by the donor.

I/We wish that the gift be identified to the public and in the records of the Archives as:
_____
Description:

Signature of Donor: Date:

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Signature of Co-donor: Date:
Address of Donor:
_____
Telephone number:
_____
Email Address: _____
The Institute of American Indian Arts acknowledges the donation of the archival materials described herein on this day
_____.

Accepted for the Institute of American Indian Arts:

_____ _____
Head Archivist Date

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Forms 11.c. Deed of Gift Form (Museum)

DEED OF GIFT

By These Present:
Effective immediately upon execution of this Deed of Gift, I/We irrevocably and unconditionally give, transfer and assign to the Museum of Contemporary Native Arts ("Museum") by way of gift, exclusive ownership of all rights, title and interests (including legal ownership of title, along with all copyright, trademark, other intellectual property rights and related interests that I/we may own), in, to and associated with the Work(s) described below. The Museum may in its sole discretion exercise all rights attendant to such transfer and assignment, under existing laws and as such laws may be further amended or enacted relating to rights in the Work(s), (regardless of the technology, media, form, means or methods now or in the future used or employed by the Institute in connection with the Works(s)), including but not limited
to the right: to reproduce the Work(s) in copies; to prepare derivative works of the Work(s); to distribute copies of the work to the public by sale, rental, lease or license; to perform the Work(s) publicly; to display the Work(s) publicly; and to use or otherwise incorporate the Work(s), in whole or in part (modified or otherwise) in a trademark or service mark or in other ways in connection with the business or other activities of the Institute, its licensees or transferees.

I/We affirm that I/we own said Work(s) and that to the best of my/our knowledge I/we have good and complete right, title and interests to give (including clear title, all copyright, trademark, other intellectual property rights and related interests that I/we may own). (If there is a copyright or other interest in the Work(s) to which you do not own the rights please specify the owner: _____).

I/We assign to the Museum of Contemporary Native Arts full powers of management, access, display, conservation and disposition at its sole discretion. Any evaluation for income tax purposes is to be obtained by the donor.

I/We wish that the gift be identified to the public and in the records of the Museum as:

Description:

Signature of Donor: Date:
Signature of Co-donor: Date:
Address of Donor:
_____
Telephone number:
_____
Email Address: _____

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The Museum of Contemporary Native Arts acknowledges the donation of the Work(s) described herein on this day
_____.

Accepted for the Museum of Contemporary Native Arts:

_____ _____
Museum Director   Date

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

RESOLUTION # 2017 - 018

November 7, 2017

Whereas, the Board of Trustees of IAIA recognizes their oversight and approval for acceptance of gifts as a "best practice" in their role as the governing body of the Institute; and

Whereas, the Board has not previously adopted a formal Gift Acceptance Policy; and

Whereas, the Office of Institutional Advancement has developed a Gift Acceptance Policy in consultation with related staff such as the Controller, the Collections Curator, and the Library Director, as well as with a committee convened by the President that included two Trustees, two Foundation Board members, and a Certified Public Accountant; and

Whereas, the General Counsel to IAIA has reviewed the Gift Acceptance Policy; and

Whereas, the appendices to this policy can only be finalized after the policy document itself has been adopted; and

Whereas, the Board of the IAIA Foundation will consider adoption of the same Gift Acceptance Policy; and

Whereas, the IAIA President recommends approval and adoption of this Gift Acceptance Policy; therefore

Be it resolved, that the Board of Trustees of the Institute of American Indian and Alaska Native Culture and Arts Development approves and adopts the Gift Acceptance Policy.

Offered by: _____

Seconded by: _____

Vote: Aye _____   Nay _____

Attachments: Yes _____   No _____ _____

_____   _____
Board Secretary, Deborah Goodman   Date

MISSION OBJECTIVE 1:   IMPROVE STUDENT SUCCESS

1.1   Increase involvement of all IAIA stakeholders in student success

Project: Increase the number of loaner computers available to students.

The IT and Academic Tech departments will collaborate to identify budget, assess hardware options, and prepare pricing models for acquiring additional computers to loan to students. Having access to appropriate computing equipment is essential to student success. The current pool of loaner equipment is not adequate to meet the demands of students, as enrollment continues to grow.

Update – After absorbing the Academic Technology dept., IT was able to collaborate on assessing need and identifying available resources. Through this work, it was determined that 10 additional computers could be purchased and immediately put into the loaner pool for students. These units were ordered, placed into service, and are currently being used by students.

This project is 100% complete.

1.1   Increase involvement of all IAIA stakeholders in student success

Project: Develop an IT presence on the IAIA website.

Working with the Marketing and Communications department, the IT dept. will establish an IT-specific resource page on the IAIA website. The goal of the page is to establish a student-friendly portal that will allow for easy access to resources available from IT.

Update – Through collaboration between IT and IAIA's webmaster, an I.T. presence has been created on IAIA's website (portal). IT has continued work with the webmaster to post key IT policies and procedures to the website, as well as documentation that addresses frequently asked questions.

This project is 100% complete.

1.5   Develop student leadership skills

Project: Increase the leadership capacity of students by mentoring and training them to present on the CFO's behalf to various campus stakeholder groups.

A student will be identified to participate in the project. Through a series of meetings with the CFO, the student participant will be briefed on data, updates, and key information to be presented on the CFO's behalf. The CFO will also mentor the student participant in with the goal of improving their presentation and leadership skills. If successful, this project could be institutionalized and ongoing.

Update – The CFO collaborated with Mr. Jeffrey Begay, in preparation for Mr. Begay's presentation at the May BOT meetings. Mr. Begay did a fantastic job in presenting a report on divestment, on behalf of the CFO. Other directors reporting to the CFO have been charged with identifying students that may be able to present on their behalf, at meetings.

This project is 100% complete.

MISSION OBJECTIVE 2: STRENGTHEN ACADEMIC PROGRAMS

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

Project: Update the IT disaster recovery and business continuity plan.

The IT department, in partnership with the Finance office and the Emergency Management Planning committee, will prepare an updated disaster recovery and business continuity plan. Once complete, the plan will provide a step-by-step roadmap for ensuring the continuity of IT operations, in the event of an emergency. There have been several changes since the initial plan was developed, including increased virtualization of servers and the addition of a co-located backup site.

Update – The disaster recovery and business continuity plan has been completed and was approved by the CFO.

This project is 100% complete.

MISSION OBJECTIVE 3: BUILD COLLEGE COMMUNITY

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

Project: Prepare an action plan to address the recommendations brought forward by the engineering students, from WPI.

This project will focus on the student recommendations that pertained to energy saving initiatives and ways to monitor their effectiveness.

Update – To address the WPI student recommendations to the extent that budget allows, Facilities has completed quite a few assorted projects. These included wholesale replacements of classroom lighting with new LED fixtures, replacing burnt out fluorescent bulbs with LED units, incorporating 80 solar panels and numerous skylights as part of the new Performing Arts and Fitness center project, measuring classrooms and studios with a light meter with documented results, to ensure a minimum baseline, and identifying affordable monitoring meters, as prescribed in the WPI report.

This project is 100% complete

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

Project: Develop an ongoing wellness program for IAIA employees.

In consultation with our insurance provider, the HR office will develop a quarterly wellness program for IAIA employees. The program should include engaging activities that promote wellness and target the specific needs of the IAIA employee population, based on wellness screenings that were held on campus.

Update – In collaboration with the HR office, the Employee Wellness Council was created. The Employee Wellness Council began meeting in February to plan IAIA employee wellness events and initiatives for each quarter of the coming year. A Wellness Kick Off party was held April 6th to explain the Wellness program to employees. Over the past 4 months the Wellness Council has sponsored a 3-week Walking Challenge, provided activities and a guest lecturer on Vitamin D for the Staff Retreat, provided weekly fitness classes for employees and sponsored a hike to the Tent Rocks National Monument. The program is well under way and ongoing.

This project is 100% complete.

3.7 Build a multi-purpose performing arts and fitness center.

Project: Complete the design, construction, furnishing, and occupancy of a new 24,000 sq. ft. multi-purpose performing arts and fitness center.

This project includes ensuring deadlines are met, quality controls are in place, payment applications are processed and reviewed thoroughly, and that all contractors and sub-contractors are meeting performance standards. The successful result will be the delivery of a brand new, state-of-the-art building to the IAIA community.

Update –The contractor (Jaynes) mobilized on the site in October 2016. A ceremonial groundbreaking was held on 11/9/16. As of the date of this report, the building is nearing substantial completion. All building systems 100% operational, all concrete work is finished, IT infrastructure is nearing completion, wood flooring is being installed, and final interior finish work is being accomplished. Additionally, installation of landscaping irrigation systems has begun, with planting and graveling to be completed in the next two weeks. The final punch list walkthrough will take place after the dedication ceremony.

This project is 90% complete.

MISSION OBJECTIVE 4: ADVANCE CONTEMPORARY NATIVE ARTS AND CULTURE

4.1 Expand collaboration between the museum, academic, and student support

programs.

Project: Improve the visibility of the Museum and Museum shop in downtown Santa Fe, by installing new signage on the front of the building.

The new signage will be brushed aluminum and will replace the brass signage that is currently mounted on the building. The existing signage is extremely difficult to see in the daylight and is not visible at all in low light conditions. By having more visible signage, we hope to increase traffic within both the Museum and the Museum store.

Update – Under the supervision of the Facilities Director, the old signage was removed, the stucco was repaired, and the new signage was installed. The project was completed on April 5th, 2017.

This project is 100% complete.

Departmental Reports:

Finance/Office of the CFO:

- In collaboration with the President, the CFO is working through the FY19 congressional budget request. This work has become increasingly complex, given the additional consideration of forward funding from year to year.
- The fiscal year ended on 9/30 and the finance team is hard at work closing out the year and preparing for the yearly external audit.
- The CFO led the Budget Action Team, comprised of a cross-section of faculty, staff, and students, through the process of vetting Strategic Priority requests. This year, 19 requests were submitted, totaling over $460,000. The team spent several hours approving, rejecting, and recommending changes to the requests, for final recommendation to the President. In the FY18 budget, a total of $200,000 was allocated toward Strategic Priorities. The team achieved this number with their recommendations and are to be commended for the fine work that they did in this key role.
- In collaboration with the HR Director and the college's broker, the CFO negotiated with Cigna to renew TPA, stop loss coverage, and network rental for IAIA's self-insured health insurance program, for CY 2018. The IAIA team was felt the college's broker was not well-prepared for this year's round of negotiations, nor did they seem well-versed in the college's model of self-insuring. Because of this, the college will be looking at other possible brokers, in advance of the CY 2019 renewal.

HR:

- The IAIA Employee Wellness Program is on-going. A Health Scan for employees and adult family members was held on September 29. Feedback was very good. The Wellness Council is currently planning events and challenges for the current academic year.
- Human Resources and Finance have selected a new payroll services vendor. The transition process has begun for a change in provider effective January 1, 2018.
- Employee Benefits vendors/providers submitted renewal proposals for 2018. The terms for 2018 are being negotiated by the CFO. For 2018, IAIA will continue health, dental and vision coverage with the same vendors and providers. Open enrollment for employee benefits is currently in planning and will be held in November for the 2018 calendar year.
- Turnover data continues to be collected and analyzed on an on-going basis, to provide senior leadership with information to help improve retention. Highlighted below is the turnover data the reporting period of **August 2017 – October 2017:**
  - 4 Staff members left IAIA, all were voluntary resignations:

- Facilities Director left due to personal reasons.
- Retention Specialist left due to personal reasons.
- Admissions Specialist left due to personal reasons.
- Admissions Counselor left due to personal reasons.
  - On the promotion and recruitment side, the following 4 positions were filled during this reporting period:
    - Facilities Director and Non- Native
    - Admissions Counselor and Native
    - Admissions Specialist and Non- Native

Facilities:

- Facilities staff has been heavily involved with the construction of the new building, as well as ensuring that all non-contractor provided equipment is ordered, shipped, and installed.
- A new Facilities Director has been hired and will begin work on 11/1/17. His name is Peter Romero and he is coming to IAIA with a wealth of facilities management experience. This includes several years as the Facilities Director at SFUAD.
  - Phil Cooney continues to do an exemplary job as the interim Director of the department. He is to be commended for ensuring that the work of the department has continued uninterrupted, while also maintaining his regular duties, as the Conference Services Director.
- The department is currently working through the process for prepping building facilities for the winter and working through access and lighting issues in the family housing area.

IT and Academic Technology:

IT Dept.
1. The IT Dept. has purchased added battery backup units for server room equipment. The equipment will be installed Fall 2017. We hope to get at least 5 hours of battery runtime for all of server room when power outages occur. This addition of battery backup will give the IT Dept. enough time to correctly down equipment in the case of a prolonged PNM power outage.
2. New VMware infrastructure will be replaced Fall 2017. The equipment will replace End of Life equipment no longer supported by the manufacturer.

Academic Technology Dept.
- The Academic Technology Dept. has replaced its Blackboard learning management system (LMS) with two replacements that should be more effective and better utilized. Canvas is a full-featured learning management system being used by departments that previously placed much of their course content online. Digication is an easy-to-use ePortfolio system with good teaching capabilities being used by departments that made little or no use of online course content.   Below is a description for both new LMS.

Platform	Usage/Deployment	Justification
Digication	Digication is the platform for departments with low utilization of online teaching tools: • Studio Arts • CINE • Performing Arts	This platform has the high ease-of-use that fits most of our present campus courses. It's ideal for beginners who will appreciate the simple controls and highly visual status displays for student assignments. Digication is also our long-term ePortfolio platform. This deployment gets students and teachers experience with this new system.
Canvas	Canvas will serve as the platform for departments that tend to have high utilization of online teaching tools: • Creative Writing • English • Indigenous Liberal Studies • Museum Studies • Art History • Business & Entrepreneurship • Science	Our online programs need the quizzing capability in Canvas that Digication lacks. Canvas has much of the power of Blackboard, but at about 1/3rd the cost. Canvas also has the capability to rapidly import Blackboard courses. This saves faculty course development time during the initial phase of migration. Canvas can integrate ePortfolio submissions from Digication. Thus, it has the potential to work smoothly with your ePortfolio system.

Museum Store:

Quarter/Year	Admission Sales	Merchandise Sales
Q4, 2017 (July, Aug, Sept)	**$32,363**	**$102,587**
Q4, 2016 (July, Aug, Sept)	$27,651	$89,595
Variance	**+4,712**	**+12,992**

Sales Figures in Review:

FY 2017 Sales $295,534

FY 2016 Sales $265,018

Increase $30,516

FY 2017 Profit $155,538

FY 2016 Profit $134,402

Increase $21,136

Indian Market Summary & Analysis:

IM 2017 Sales	$28,373
IM 2016 Sales	$18,383
Variance	+9,990

- Indian Market 2017 was a fun and extremely busy time in the Museum Store! 2 guest artists were featured for the weekend, with Melanie Yazzie present in the store for 4 consecutive days. During that time, she worked on impromptu paintings and interacted personally with guests. We teamed up with Glenn Green Galleries, from Tesuque, for this portion of the event.
The other special guest was Roxanne Swentzell, who was present to sign copies of her cookbook and visit with guests on Saturday afternoon. She also brought some of her work to offer for sale and has consigned pieces with the store, since the event. We feel privileged to be able to offer both Roxanne's and Melanie's work on an on-going basis.
- The online store is in the process of getting up and running with SO much work being done on this by Jason Ordaz.
- Staff Changes: 2 part-time workers are no longer with us & we gained 1 new part-time worker – Colin Fraser, who is a great fit for the rest of our team!
- There is renewed focus on launching an online store and utilizing Facebook more consistently as a marketing tool.
- More physical updates to the store are planned, as budget allows. These will focus on upgrading the lighting units and jewelry displays.

Looking Forward:

In advance of the holidays, the Museum Store is planning on highlighting several guest artists as we feature weekly pop-up shops, giving store visitors the opportunity to observe and converse with local artists at work. The special shops will be offered during the months of November & December 2017. Scheduling talks are occurring at the moment with Leah Mata, Wayne Nez Gaussoin, Melanie Yazzie, Rebecca Kunz, Estella Loretto, Charlene Reano, Moira Garcia, Sheridan MacKnight & Danny McCoy.

New relationships and products:

Kenneth Johnson Jewelry – Muskogee & Seminole

Rykelle Kemp Jewelry – Choctaw, Euchee, Mvskoke Creek, Navajo

Carolyn Bernard Young Pottery – Choctaw

Romaine Begay Pottery – Zuni, Navajo

Campus Bookstore:

	Q1	Q2	Q3	Q4
Net Sales FY17	$12,158	$21,655	$14,276	$26,999
% Profit Margin	31.90%	30.10%	29.20%	23.0%
Net Sales FY16	$12,968	$17,387	$12,159	$21,747
% Profit Margin	29.70%	26.80%	29.90%	12.30%

The chart below compares the overall numbers for FY17 to FY16 including net sales, profit in $ and %, and the overall number of tickets.

	Sales	Profit $	Profit %	# of Tickets
FY17	$75,088	$20,781	27.70%	6,706
FY16	$64,261	$14,830	23.10%	4,765

- During the 4th Quarter of FY 17 the Campus Bookstore completed its first summer of operation, boosted sideline sales, had a great MFA week, was open for orientation, and made it through the yearly inventory process smoothly.
- Net Sales for Q4 in FY17 increased 24.15% compared to Q4 in FY16. This is attributed to being open during orientation week and stocking more relevant school and art supplies for the

fall semester. Additionally, Sherman Alexie published a new book, which was an excellent seller.

- For the first time the Campus Bookstore was officially open during limited hours over the summer. The purpose was to provide snacks to staff, work with the Summer Bridge Students, and make sales during conferences. Sales for just the Summer (May 13th-August 13th) were $16,439.

- During FY17 the Campus Bookstore has experienced an overall 25.95% boost in snack sales compared to FY16 (Overall Snack Sales: FY16 $11,855 / FY17 $14,932). During the FY17 4th quarter specifically snack sales have increased 46% when compared to Q4 FY16 (Q4 Snack Sales: FY16 $3,172 / FY17 $4,637). This increase is partly attributed to the Bookstore's new refrigerator, which does a much better job of showcasing the food and beverages available. With the profit margin for food/beverages at 39.4% (for Q4) this means the refrigerator paid for itself very quickly.

- The MFA program continues to be a meaningful and profitable experience for the Bookstore. Net sales for MFA week were $6,238. The bookstore loves meeting all the passionate writers both visiting authors and MFA students. Authors who come to campus now get their polaroid photo displayed on shelves next to their published books.

- This year the Campus Bookstore was open during new student move in day and orientation week. The store plans to participate in these events in the years to come. It allowed the new students to establish a relationship with the Bookstore, learn about our book program, and purchase school supplies and school spirit apparel. The Campus Bookstore sold out of T-Shirts before classes even started!

- The Fall '17 book distribution with eCampus was a bit rocky. The Campus Bookstore is making changes to ensure future book distributions go smoother. First, an education campaign is being introduced to educate students and professors about how to answer their own frequently asked questions. The goal is to shorten lines in the Bookstore and increase the relevance of questions asked. It will also decrease dissatisfaction through educating everyone on what to expect. Next, the Campus Bookstore is nurturing a base of student workers that can all take part during textbook distribution, along with possible student temp workers. Finally, the Campus Bookstore has been working with eCampus to improve the user friendliness of their software to make problems more visible as they occur.

Looking Forward:

- The Campus Bookstore has been working with IAIA's Marketing Specialist Jason Ordaz to start an online store. The launch is planned for this December. We are starting with five color-coordinated IAIA products and plan to build from there.

- The Campus Bookstore is currently exploring the possibility of expanding its hours and hopes to acquire a freezer to facilitate expanded snack sales.

Quarterly Report to the Board of Trustees
Institute of American Indian Arts
November 2017

Presented by Lawrence Mirabal, CFO
Aimee Balthazar, Controller

FINANCIAL STATEMENTS

As of August 31

BUDGET TO ACTUAL - SUMMARIZED
IAIA & AUXILIARY
FYTD August 31, 2017

	TOTAL BUDGET	TOTAL ACTUAL EXPENDITURES	TOTAL BUDGET REMAINING	% REMAINING
EXPENDITURES BY CATEGORY				
COST OF SALES	$ 155,867	$ 240,068	$ (84,201)	-54%
SALARIES & FRINGE BENEFITS	7,662,223	6,705,188	957,035	12%
OPERATING EXPENSES	1,115,077	891,888	223,189	20%
FOOD & CATERING	745,523	574,220	171,302	23%
PROFESSIONAL SERVICES	778,303	607,984	170,319	22%
SCHOLARSHIPS & FELLOWSHIPS	13,000	5,009	7,991	61%
M&R, UTILITIES & OTHER	1,426,569	1,301,033	125,536	9%
TRAVEL	299,318	243,510	55,809	19%
TRAINING	61,185	40,270	20,915	34%
VEHICLES	61,932	50,115	11,817	19%
NON-BUDGETED AUX. REVENUES	0	-13,256	13,256	0%
TOTAL EXPENDITURES	**$ 12,318,997**	**$ 10,646,030**	**$ 1,672,968**	**14%**
EXPENDITURES BY DEPARTMENTS				
BOARD OF TRUSTEES	$ 82,737	$ 73,874	$ 8,863	11%
OFFICE OF THE PRESIDENT	746,323	601,051	145,272	19%
INSTITUTIONAL RESEARCH	291,392	232,351	59,040	20%
INSTITUTIONAL ADVANCEMENT	375,672	309,448	66,224	18%
FINANCIAL SERVICES	698,133	608,479	89,654	13%
INFORMATION TECHNOLOGY	448,771	372,178	76,593	17%
CENTER FOR STUDENT LIFE	428,547	365,118	63,429	15%
ADMISSIONS & RECRUITMENT	313,393	273,467	39,926	13%
FACILITIES MANAGEMENT	1,421,547	1,518,576	-97,029	-7%
MUSEUM	980,912	883,647	97,265	10%
ACADEMIC DIVISION	2,995,129	2,479,324	515,804	17%
STUDENT SUCCESS CENTER	761,853	607,658	154,195	20%
LIBRARY	412,316	356,985	55,331	13%
MFA CREATIVE WRITING PROGRAM	616,453	519,487	96,966	16%
MUSEUM SHOP	270,277	315,529	-45,251	-17%
CAMPUS BOOKSTORE	157,772	163,606	-5,834	-4%
STUDENT HOUSING	1,020,715	783,814	236,901	23%
CONFERENCE SERVICES	104,806	69,383	35,423	34%
STRATEGIC PRIORITIES PROJECTS	192,249	120,662	71,587	37%
NON-BUDGETED AUX. INITIATIVES (Net)	0	(8,607)	8,607	0%
TOTAL EXPENDITURES BY DEPARTMENTS	**$ 12,318,997**	**$ 10,646,030**	**$ 1,672,968**	**14%**

EXPENSES NOT ALLOCATED TO DEPARTMENTS

Unemployment Insurance	$ 30,000
President's Governmental Relations Fund	75,000
Interest on Debt - Residence Ctr NMFA Loan (3.4%) ·	269,699
Residence Center NMFA Loan	204,905
Reserve Addition	504,963
Set Aside for Strategic Priorities Projects	7,751
Offset Museum Shop & Campus Bookstore	(358,052)
	$ 13,053,263

STATEMENT OF REVENUES - COMPARATIVE
IAIA & AUXILIARY
Fourth Quarter Comparison - FY17 & FY16

| | FY17 | | | FY16 | Variance Between |
| | | | | Actual | FY 17 & FY16 |
	Projected Annual Revenues	Actual 11 Months To 8/31/2017	% of Projected Achieved YTD	11 Months Ending 8/31/2016	YTD Actual Positive/(Negative)
REVENUES					
Federal Appropriation	$ 9,619,000	$ 9,835,000	102.2%	$ 9,619,000	$ 216,000
Forward funding received		7,377,000		2,000,000	
Tuition & fees	$ 1,140,245	$ 1,224,163	107.4%	$ 1,117,188	$ 106,975
Distance Learning/Academic Tech.	127,015	137,826	108.5%	48,972	88,854
MFA Creative Writing Program	577,000	534,030	92.6%	550,707	(16,677)
Student Fitness Center	13,000	19,226	147.9%	14,572	4,654
Residence Hall	478,606	502,178	104.9%	433,209	68,970
Family Housing Rentals	175,049	197,594	112.9%	206,976	(9,382)
Meal Plan	406,076	568,286	139.9%	505,400	62,886
Conference Services	110,000	70,779	64.3%	119,844	(49,066)
Museum Admissions	77,175	95,058	123.2%	87,781	7,278
Museum Shop Sales	190,518	232,285	121.9%	207,410	24,876
Campus bookstore sales	64,480	136,821	212.2%	106,454	30,367
Museum memberships	40,000	33,064	82.7%	32,554	510
Museum Contributions (temp restricted)	5,000	4,774	95.5%	1,420	3,354
General Contributions (unrestricted)	134,678	70,846	52.6%	98,029	(27,183)
Scholarship, Education Donations	366,857	681,604	185.8%	748,121	(66,517)
Trust Endowment Draw	130,000	171,244	0.0%	128,812	42,432
Miscellaneous Income/Indirect Revenue	75,000	101,873	135.8%	104,263	(2,390)
REVENUES EXCLUDING FEDERAL APPROPRIATION	**$ 4,110,699**	**$ 4,781,651**	**116.3%**	**$ 4,511,711**	**$ 269,940**
Estimated reduction for:					
Uncollectible Student Accounts	(118,384)				
Excess Institutional Scholarships	(200,000)				
Museum Gift Shop	(270,277)				
Campus Bookstore	(87,775)				
TOTAL REVENUES	**$13,053,263**	**$ 14,616,651**	**112.0%**	**$ 14,130,711**	**$ 485,940**

SCHEDULE OF REVENUES AND EXPENDITURES
IAIA & AUXILIARY
FYTD August 31 Comparison - FY17 & FY16

	FY17 Unaudited 11 Months Ending August 31, 2017	FY16 Audited 11 Months Ending August 31, 2016	Variance Favorable or (Unfavorable)
REVENUES			
Federal Appropriation	$ 9,835,000	$ 9,619,000	$ 216,000
Tuition & Fees	1,915,245	1,731,439	183,806
Residence Hall/Family Housing	699,773	640,185	59,588
Meal Plan	568,286	505,400	62,886
Museum Shop	327,343	295,190	32,153
Campus Bookstore Sales	136,821	106,454	30,367
Conference Services	70,779	119,844	(49,066)
Unrestricted Contributions	103,910	130,583	(26,673)
Temporarily Restricted Contributions	686,377	749,540	(63,163)
Trust Endowment Draw	171,244	128,812	42,432
Miscellaneous Income	101,873	104,263	(2,390)
TOTAL REVENUES	**$ 14,616,651**	**$ 14,130,711**	**$ 485,940**
EXPENDITURES			
Cost of Sales	$ 240,068	$ 206,501	$ (33,568)
Salaries & Fringe Benefits	6,705,188	6,359,850	(345,339)
Operating Expenses	891,888	890,284	(1,604)
Food & Catering	574,220	557,452	(16,769)
Professional Services	607,984	663,615	55,631
Scholarships & Fellowships	5,009	8,193	3,184
M&R, Utilities & Other	1,301,033	1,340,557	39,524
Travel	243,510	254,286	10,777
Training	40,270	36,812	(3,458)
Vehicles	50,115	40,553	$ (9,561)
Total Costs General & Administrative	$ 10,659,285	$ 10,358,102	$ (301,184)
NON-BUDGETED AUX. INITIATIVES (Revenue)	(13,256)	(5,550)	(7,705)
TOTAL EXPENDITURES	**$ 10,646,030**	**$ 10,352,551**	**$ (293,478)**
NET INCOME/(LOSS)	**$ 3,970,621**	**$ 3,778,160**	**$ 192,461**

SCHEDULE OF REVENUE AND EXPENDITURES
INSTITUTIONAL ADVANCEMENT
FYTD August 31 Comparison - FY17 & FY16

	FY17 Unaudited 11 Months Ending August 31, 2017	FY16 Audited 11 Months Ending August 31, 2016	Favorable or (Unfavorable) Change
REVENUES			
Donations:			
Endowed Scholarship Donations	$ 6,918	$ 14,986	$ (8,068)
Permanent/Chair Endowment Donations	4,815	5,967	(1,151)
General Donations	70,846	98,029	(27,183)
Scholarships Donations	681,604	748,121	(66,517)
TOTAL REVENUES	$ 764,183	$ 867,103	$ (102,920)
EXPENDITURES			
Personnel			
Salaries - staff	$ 203,834	$ 200,553	$ (3,280)
Student Workers - temporary, non-WorkStudy	3,491	2,711	(781)
Social security	15,347	15,232	(115)
Retirement savings benefit	10,659	11,717	1,058
Insurance benefit	20,997	18,620	(2,377)
Nontaxable Fringe Benefits (Fitness)	150	150	0
Total Personnel Expenditures	$ 254,478	$ 248,983	$ (5,495)
Operating Expenditures			
Advertising	$ -	$ 1,101	$ 1,101
Bank Charges	120	0	(120)
Contributions, gifts & awards	2,477	2,130	(347)
Copier supplies & charges	2,053	1,115	(938)
Dues & Memberships	700	1,510	810
Exhibit costs	-	243	243
Food & catering	1,787	3,287	1,501
Instructional Supplies	95	0	(95)
Insurance - general liability	50	0	(50)
Licenses & permits	554	403	(150)
Meeting costs	656	1,274	617
Office supplies	2,883	3,680	797
Postage, freight & delivery	1,979	1,082	(897)
Printing	11,622	7,445	(4,177)
Professional Development	-	(764)	(764)
Receptions & shows	206	5,936	5,731
Solicitation & Cultivation	729	2,712	1,983
Stipends & Honoraria	1,640	0	(1,640)
Subscriptions & Publications	242	146	(96)
Computer equip & software under $5,000	1,458	177	(1,280)
Equipment & Furniture under $5,000	-	28	28
Maintenance - equipment & software	8,363	8,152	(211)
Consultants/Professional Services	12,988	12,421	(567)
Training	1,552	1,664	112
Travel	2,298	13,024	10,726
Utilities	521	511	(10)
Total Operating Expenditures	$ 54,971	$ 67,280	$ 12,309
TOTAL EXPENDITURES	$ 309,448	$ 316,262	$ 6,814
NET INCOME/(LOSS)	$ 454,734	$ 550,840	$ (96,106)

SCHEDULE OF REVENUE AND EXPENDITURES
MUSEUM SHOP
FYTD August 31 Comparison - FY17 & FY16

		FY17 Unaudited 11 Months Ended August 31, 2017		FY16 Audited 11 Months Ended August 31, 2016		Favorable or (Unfavorable) Change
SALES						
	Sales less Discounts	$ 232,263	$	206,882	$	25,381
	Shipping & Packing	1,157		1,032		125
	Refunds	(1,135)		(505)		(630)
		$ 232,285	$	207,410	$	24,876
Cost of Goods Sold						
	Cost of Sales	$ 129,296	$	124,264	$	(5,032)
Gross Profit on Sales		**$ 102,989**	**$**	**83,145**	**$**	**19,844**
	GP %	**44.34%**		**40.09%**		**4.25%**
OTHER INCOME						
Admissions		$ 95,058	$	87,781	$	7,278
Income Before General & Administrative		**$ 198,047**	**$**	**170,926**	**$**	**27,122**
General & Administrative Expenditures						
Personnel						
	Salaries	$ 113,837	$	85,015	$	(28,823)
	Payroll Taxes	8,516		6,375		(2,142)
	Savings Plan	2,694		1,900		(794)
	Insurance	19,774		11,706		(8,068)
		$ 144,822	$	104,995	$	(39,826)
Personnel costs as % of sales + admissions		**44.24%**		**35.57%**		**-8.67%**
	Advertising - promotional	$ 1,895	$	26	$	(1,869)
	Bank charges	9,921		6,755		(3,166)
	Cash (over)/short	214		(246)		(460)
	Contributions, gifts & awards	261		338		77
	Copier supplies & charges	40		-		(40)
	Dues & Memberships	105		165		60
	Exhibit costs	2,170		582		(1,589)
	Food & catering	608		81		(527)
	Licenses & permits	1,760		251		(1,509)
	Meeting Costs	790		205		(585)
	Office supplies	5,902		2,047		(3,855)
	Personnel search - advertising	-		536		536
	Postage, freight & delivery	1,730		807		(923)
	Printing	593		198		(395)
	Receptions & shows	874		205		(669)
	Subscriptions & Publications	34		-		(34)
	Visiting artists/lecturers - fees/honoraria	300		-		(300)
	Computer equip & software under $5,000	5,242		750		(4,492)
	Equipment & Furniture under $5,000	5,837		254		(5,583)
	Leasing - equipment	1,519		1,434		(86)
	Leasing - facilities	-		735		735
	Maintenance - equipment & software	1,209		3,122		1,913
	Consultants/Professional Services	207		41,155		40,948
	Training - fees & materials	199		765		566
	Travel - accomodation & meals	-		242		242
	Travel - mileage	-		449		449
	Travel - transportation	-		1,346		1,346
		$ 41,411	$	62,203	$	20,792
Total General & Administrative Expenditures		**$ 186,233**	**$**	**167,198**	**$**	**(19,035)**
INCOME/(LOSS) Before Notional Rent Expense		**$ 11,815**	**$**	**3,728**	**$**	**8,087**
	Notional Rent	41,067		41,067		-
NET INCOME/(LOSS)		**$ (29,252)**	**$**	**(37,339)**	**$**	**8,087**

SCHEDULE OF REVENUE AND EXPENDITURES
CAMPUS BOOKSTORE
FYTD August 31 Comparison - FY17 & FY16

	FY17 Unaudited 11 Months Ended August 31, 2017	FY16 Audited 11 Months Ended August 31, 2016	Favorable or (Unfavorable) Change
SALES			
Sales less Discounts	$ 137,437	$ 106,837	$ 30,600
Shipping & Packing	-	7	(7)
Sales Returns & Refunds	(616)	(390)	(225)
	$ 136,821	$ 106,454	$ 30,367
Cost of Goods Sold			
Cost of Sales	$ 45,750	$ 40,581	$ (5,170)
Gross Profit on Sales	$ 91,071	$ 65,873	$ 25,197
GP %	67%	62%	5%
Income Before General & Administrative	$ 91,071	$ 65,873	$ 25,197
General & Administrative Expenditures			
Personnel			
Salaries - staff	$ 32,103	$ 7,235	$ (24,868)
Student Workers - temporary, non-WorkStudy	1,535	-	(1,535)
Social security	2,392	553	(1,838)
Retirement savings benefit	1,209	-	(1,209)
Insurance benefit	6,591	-	(6,591)
Nontaxable Fringe Benefits (Fitness)	-	150	150
	43,830	7,938	(35,891)
Advertising - promotional	11	382	371
Bank charges	3,209	1,575	(1,634)
Cash (over)/short	(240)	(65)	175
Contributions, gifts & awards	265	-	(265)
Dues & Memberships	63	135	71
Meeting costs	24	-	(24)
Office supplies	647	990	342
Postage, freight & delivery	189	96	(94)
Computer equip & software under $5,000	1,686	383	(1,303)
Equipment & Furniture under $5,000	1,709	-	(1,709)
Maintenance - equipment & software	591	995	404
Consultants/Professional Services	848	42,800	41,952
Training - fees & materials	-	225	225
TextBook Program expense	65,022	41,656	(23,366)
Total General & Administrative Expenditures	$ 117,855	$ 97,110	$ (20,745)
NET INCOME/(LOSS)	$ (26,784)	$ (31,237)	$ 4,453

SCHEDULE OF REVENUE AND EXPENDITURES
CONFERENCE SERVICES
FYTD August 31 Comparison - FY17 & FY16

	FY17 Unaudited 11 Months Ended August 31, 2017	FY16 Audited 11 Months Ended August 31, 2016	Favorable or (Unfavorable) Change
REVENUE			
Facilities Rentals	$ 62,575	$ 111,703	$ (49,128)
Catering Revenue	8,204	8,142	62
	$ 70,779	$ 119,844	$ (49,066)
General & Administrative Expenditures			
Personnel			
Salaries	$ 48,304	$ 47,835	$ (469)
Payroll Taxes	3,118	3,079	(39)
Savings Plan	2,898	2,870	(28)
Insurance	6,961	7,084	123
	$ 61,282	$ 60,868	$ (413)
Personnel costs as % of Revenue	87%	51%	-36%
Bank charges	$ 658	$ 366	$ (292)
Dues & Memberships	47	46	(1)
Food & catering	7,356	12,706	5,350
Office supplies	41	-	(41)
Travel - accomodation & meals	-	1,110	1,110
Travel - mileage	-	62	62
Travel - transportation	-	92	92
Total General & Administrative Expenditures	$ 69,383	$ 75,250	$ 5,867
NET INCOME/(LOSS)	$ 1,395	$ 44,594	$ (43,199)

PERMANENT ENDOWMENTS
FYTD August 31, 2017

	Program Enhancement		Quasi		Scholarships		General & Faculty	
1st Quarter Fiscal Year 2017								
Equities Gain / (Loss)	$ (66,066)	-2.78%	$ (518)	-2.78%	$ (28,173)	-2.77%	$ (34,489)	-2.78%
Dividend & Interest	61,153	2.58%	477	2.56%	26,081	2.57%	32,104	2.59%
Fees	(6,382)	-0.27%	(50)	-0.27%	(2,731)	-0.27%	(3,333)	-0.27%
Total 1st Quarter	$ (11,295)	-0.48%	$ (91)	-0.49%	$ (4,823)	-0.47%	$ (5,718)	-0.46%
Average Monthly Account Balance	$2,374,293		$18,603		$1,016,594		$1,240,193	
1st Quarter Asset Grand Total	$ 4,668,995							
2nd Quarter Fiscal Year 2017								
Equities Gain / (Loss)	$ 96,163	3.94%	$ 752	0.52%	$ 41,147	3.93%	$ 50,225	3.94%
Dividend & Interest	7,317	0.30%	63	0.04%	3,136	0.30%	3,825	0.30%
Fees	(6,472)	-0.27%	(271)	-0.19%	(2,777)	-0.27%	(3,384)	-0.27%
Total 2nd Quarter	$ 97,008	3.98%	$ 544	0.38%	$ 41,506	3.96%	$ 50,666	3.97%
Average Monthly Account Balance	$2,440,088		$144,596		$1,046,948		$1,275,957	
2nd Quarter Asset Grand Total	$5,111,707							
3rd Quarter Fiscal Year 2017								
Equities Gain / (Loss)	$ 25,769	1.04%	$ 3,026	1.12%	$ 11,074	1.04%	$ 13,479	1.04%
Dividend & Interest	$ 17,718	0.72%	$ 1,855	0.69%	$ 7,618	0.72%	$ 9,273	0.72%
Fees	$ (5,067)	-0.20%	$ (552)	-0.21%	$ (3,183)	-0.30%	$ (3,734)	-0.29%
Total 3rd Quarter	$ 38,421	1.55%	$ 4,329	1.61%	$ 15,509	1.46%	$ 19,018	1.47%
Average Monthly Account Balance	$ 2,471,672		$ 269,159		$ 1,061,916		$ 1,293,620	
3rd Quarter Asset Grand Total	$5,021,886							
July & August Fiscal Year 2017								
Equities Gain / (Loss)	$ 49,449	2.00%	$ 5,376	2.00%	$ 21,250	2.00%	$ 25,884	2.00%
Dividend & Interest	$ 2,722	0.11%	$ 296	0.11%	$ 1,169	0.11%	$ 1,425	0.11%
Fees	$ (1,639)	-0.07%	$ (178)	-0.07%	$ (705)	-0.07%	$ (858)	-0.07%
Total July & August	$ 50,532	2.05%	$ 5,494	2.05%	$ 21,715	2.05%	$ 26,451	2.05%
Average Monthly Account Balance	$ 2,469,365		$ 268,471		$ 1,061,468		$ 1,292,692	

August 31, 2017 Asset Grand Total $5,133,854

CULTURE AND ARTS DEVELOPMENT

RESOLUTION # 2017 –

November , 2017

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, 2017 through September 30, 2017, which are listed below:

4th Quarter (July 1 – September 30, 2017)

Gifts of $ 2,589,628 $ 84,874 Scholarships & Endowments;

        $ 6,078 General Donations & Museum Memberships;

       $ 2,498,676 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: _____

SCHEDULE OF GIFT REVENUE
For the Quarter Ending September 30, 2017

FISCAL YEAR 2017 IAIA TRUST	IAIA Fund #	Jul-17	Aug-17	Sep-17	4th Qtr Total
Permanent Endowment	1390			$ 2,409	$ 2,409
Emergency Student Fund	3002			200	200
General Scholarships	3101			4,992	4,992
American Indian College Fund	3104		59,573		59,573
MFA Scholarship Fund	3155			12,000	12,000
Allan Houser Scholarship	3156			3,200	3,200
NM State Comm. Of N.M.of W. in the Arts Scholarship	3163			2,500	2,500
TOTAL SCHOLARSHIPS/AWARDS		$ -	$ 59,573	$ 25,301	$ 84,874
General Donations	5001			$ 1,880	$ 1,880
MUSEUM MEMBERSHIP	5004			4,198	4,198
TOTAL - UNRESTRICTED		$ -	$ -	$ 6,078	$ 6,078
USDA Tribal Colleges Endowment Program	4013	$ 14,874	$ 18,160		$ 33,034
Center for Arts & Cultural Studies-Restricted	4100			331	331
Library Archives - Trust	4100/183			1,900	1,900
MFA Creative Writing Program	4100/187			2,500	2,500
Full Dome Development Interactive Training	4152	15,859	27,017		42,876
Immersive Laboratory	4155	21,446	120,020		141,467
Museum Restricted	4200			1,057	1,057
USDOE Title III - Multipurpose Fitness & Performing Arts I	4430/01		196,694		196,694
USDOE Title III - Institutional Advancement Alumni	4430/03		18,298		18,298
USDOE Title III - IAIA Outreach Program	4430/04		1,516		1,516
USDOE Title III - Academics Visiting Faculty Program	4430/05		11,404		11,404
USDOE Title III - Technology For Student Success	4430/06		11,097		11,097
USDOE Title III - Fitness and Wellness Program	4430/11		13,350		13,350
USDOE Title III - Development Ed Coordinator	4430/12		2,135		2,135
NMAID - Fitness & Wellness Center IGA#609-15-1163	4540	22,028			22,028
USDOE Title III - Multipurpose Fitness & Performing Arts I	4542/01		1,024,550		1,024,550
NMAID - Multipurpose Fitness & Performing Arts #609-14-	4543	662,821			662,821
USDA Edctonl Wrkshps & Summer Youth Camps Yr2	4924/02	179			179
USDA Edctonl Wrkshps & Summer Youth Camps Yr3	4924/03	8,512	20,823		29,335
USDA - IAIA Seed Library	4925	7,914	20,159		28,073
Multi-Purpose Building Capital Campaign - Trust	6171			254,033	254,033
TOTAL - RESTRICTED		$ 753,632	$ 1,485,223	$ 259,821	$ 2,498,676
GRAND TOTAL		$ 753,632	$ 1,544,796	$ 291,200	$ 2,589,628

Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
Objective 1 – Improve student success\n\nInst. Priority C – Increase scholarship funds	Implement endowment tracking and unitization software, to better track individual values and improve donor reporting.	In collaboration with the Advancement office, the Finance office will identify, procure, install, and train on software that tracks endowment investments and unitizes individual endomwents.	A fully implemented endowment management system that is functioning well for the college will be the effectiveness measure.	Budget to pay for the software will need to be identified by both the Finance office and the Advancement office. It is assumed that there will be set up costs, as well as ongoing licensing. We anticipate that these costs will total roughly $5,000 per year, with $2,000 in set up fees.	It will be imperative for the Finance office and Advancement office to work together to accomplish this objective.	A fully implemented endowment management system is the deliverable.	3/31/18

Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
Objective 1 – Improve	Develop an online help	Academic Technology will	A completed knowledge	This can be accomplished	Communication will be extensive,	A deployed knowledge	6/30/18

| student success

Inst. Priority A – Increase involvement of all IAIA stakeholders in student success.	knowledge database that can be used college-wide.	develop and launch an online database that is capable of sharing critical information with students, faculty, and staff.	database that is effectively deployed will be the effectiveness measure.	by Academic Technology staff on existing systems.	to assess what information to include, within the database.	database that is accessible by students, faculty, and staff, will be the deliverable.	

Institutional Priority	*Project Description*	*Action Step(s)*	*Effectiveness Measure(s)*	*Budget Considerations*	*Communication Considerations*	*Deliverable(s)*	*Expected Completion Date*
Objective 1 – Improve student success

Inst. Priority B – Increase enrollment; improve retention and completion | Develop a new course for online faculty. | Academic Technology will develop and deliver a new course, specifically designed to assist online faculty with developing and delivering courses in an | A deliverable course suitable for online faculty will be the measure of effectiveness. | This can be accomplished by Academic Technology staff on existing systems. | Communication between Academic Technology staff and online faculty will be key to the success of this project. | A completed course that is suitable for delivery and that can be easily replicated, will be the deliverable. | 8/31/18 |

		online environment.					

Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
Objective 3 – Build college community

Inst. Priority D – Bring students, faculty, and staff together in campus-centric activities | Convert the vacated fitness center into a student union/student study space. | A committee of campus stakeholders will be assembled. The CFO and Facilities dept. will work closely with this committee to design and renovate the existing fitness space into a student union/student study space. | A collaborative approach yielding a renovated, usable space will be the measure of effectiveness. | Budgetary needs will be significant. It is estimated that this project will cost roughly $50,000. Title III funding may be a suitable funding source. | Communication between campus stakeholders, the committee, the CFO, and Facilities staff will be essential. | A renovated, functional student union/student study space, in place of the existing fitness center, will be the deliverable. | 7/31/18 |

Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
Objective 3 – Build college community Inst. Priority H – Implement a deferred maintenance and equipment replacement schedule	IT will develop an inventory of all computing equipment currently in use and then assess that list for useful life remaining on the equipment.	IT will need to conduct a comprehensive inventory. This inventory will then need to be cross checked for dates that the equipment was placed into service. Once the list has been completed, IT will distribute equipment information to departments for replacement planning.	Distributing a completed, computer equipment list to each department for planning purposes will be the measure of effectiveness.	This project can be completed with existing IT staff. No additional budget will be necessary.	Communication to individual departments will be necessary, once the inventory lists are compiled.	A completed inventory listing with equipment age, suitable for distribution, will be the deliverable.	9/30/18

Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
Objective 3 – Build college community	The Finance office will assess all forms	The Finance office will audit every piece of	A reduction in the amount of paper required,	This project can be completed with existing	Communication will be limited, as this is	Smoother, less onerous processes and	3/31/18

Inst. Priority I – Grow and maximize resources for college programs	that it requires for submission. The goal of the project will be to reduce the amount of paper required for the execution of routine requests within the Finance office.	documentation that is required for tasks, ranging from contract execution to check requests, and identify ways that the required paperwork can be reduced.	as well as a reduction in the number of steps necessary to complete routine tasks, will be the measure of effectiveness.	Finance staff. No additional budget will be necessary.	primarily an audit internal to the Finance department.	reduced paper use will be the deliverables.	

Institutional Priority	*Project Description*	*Action Step(s)*	*Effectiveness Measure(s)*	*Budget Considerations*	*Communication Considerations*	*Deliverable(s)*	*Expected Completion Date*
Objective 3 – Build college community Inst. Priority I – Grow and maximize resources for college programs	The CFO will lead a committee of campus stakeholders in the design and renovation of various spaces within the academic building.	A committee of campus stakeholders will be assembled. The CFO and Facilities dept. will work closely with this committee to design and renovate the studio spaces,	A completed renovation of the academic building will be the effectiveness measure.	Budgetary requirements will be extensive. It is estimated that this project will cost roughly $250,000. Title III funding may be available for use.	Communication between campus stakeholders, the committee, the CFO, and Facilities staff will be essential.	A completed renovation of the academic building that makes it more usable and conducive to learning, will be the deliverable.	8/31/18

		classrooms, and offices, within the academic building.					

Institutional Priority	*Project Description*	*Action Step(s)*	*Effectiveness Measure(s)*	*Budget Considerations*	*Communication Considerations*	*Deliverable(s)*	*Expected Completion Date*
Objective 4 – Build college community Inst. Priority F – Strengthen the connection between the college, its museum, and the larger Santa Fe community	The Museum Store will develop a searchable database of all books currently in inventory and for sale in the store. This will make searching for individual titles much easier for customers and should increase sales.	The inventory of books for sale within the Counterpoint system will need to be imported into a searchable database program.	A database that is searchable by subject or title, to assist customers, will be the measure of effectiveness.	It is estimated that the database setup, as well as staff training will cost roughly $2,000.	Communication will be limited to Museum Store staff.	A completed, searchable database of book titles will be the deliverable.	6/30/18

To: Dr. Robert Martin, IAIA President
From: Patsy Phillips, Director IAIA Museum of Contemporary Native Arts (MoCNA)
Date: October 20, 2017
Subj: November 2017 - Quarterly Board Report
                  August 21 to November 7, 2017

Strategic Theme 1: Improve Student Success

1.1   Increase involvement of all IAIA stakeholders in student success

John Joe has dedicated Fridays to providing photography services to students upon appointment. He had also provided photography workshops and services to two ePortfolio classes in September. In his third year to assist in student art critiques, John participated in the IAIA Senior Critiques during mid-terms.

Manuela Well-Off-Man gave a tour of *Connective Tissue and Action/Abstraction Redefined* to IAIA contemporary Native art history and drawing classes.

IAIA Student film maker, Mark Lewis, shot a film in the museum. The professor and the students of this course participated.

1.5   Develop student leadership skills (Work plan: Identify students for work-study and internships)

==Work in this section empowers students to become leaders by offering leadership programs and learning opportunities and addresses all the goals of this statement.==

This fall semester, the collections department hired three IAIA student workers: Austin Big Crow (Lakota), Lorenza Marcais, and Dawna Walters (Dine). In addition to the student workers, John Joe accepted an Intern Apprentice Rachelle Pablo (Dine) and Tatiana is working with Nathaniel Fuentes (Tewa/Hispanic), Cinematic Arts Department Student Worker to continue the photogrammetry project.

Tatiana has agreed to continue sponsoring the IAIA Museum Club this year. The club meets every other week and co-hosted a welcome back student mixer with the museum studies department in September.

Strategic Theme 3: Build College Community

3.3   Implement a faculty and staff professional development plan

Faculty members, adjunct instructors and staff members were given gallery tours of the new exhibitions by Lara Evans and Manuela Well-Off-Man.

Director Phillips, and Chief Curator Manuela Well-Off-Man, Curator Collections Tatiana Lomahaftewa, Program Manager Andrea Hanley and Preparator and Exhibitions Coordinator Mattie Reynolds attended the Association of Tribal Archives, Libraries and Museums (ATALM) conference where they presented and networked with museum peers. The conference was held October 11 and 12, 2017 at the Santa Anna Pueblo. The museum hosted the conference reception on October 11, where several hundred conference goers attended.

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

Tatiana participated in the winter staff retreat committee (a sub-committee of the Staff Council). This committee has reviewed the outcome of the staff retreat held in June and will focus on planning a half-day event for staff in December that will concentrate on activities and/or presentations on topics related to strengthening departments and planning.

MoCNA Graphic Designer Sallie Wesaw and Chief Curator Manuela Well-Off-Man gave presentations to IAIA Museum Club. The event was organized by MoCNA Collections Curator Tatiana Lomahaftewa-Singer.

Andrea, Sallie, Mattie, Manuela, Tatiana and John contribute to the museum's social media postings.

Strategic Theme 4: Advance Contemporary Native Arts and Culture

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

The work in this section empowers students to become leaders by offering leadership programs and learning opportunities and addresses all the goals of this statement.

Mattie Reynolds participates in IAIA Four Directions mentorship program. She meets with a student mentee on a regular basis and answers questions about campus, and classes, museum career related subjects. Mattie works closely with IAIA Housing Director Blue Tarpalechee, who oversees IAIA's Achieving the Dream program.

Manuela collaborates with IAIA faculty Mary Deleary and Brian Fleetwood on the 2017/2018 BFA show, which will be co-curated by IAIA student Stephanie Stewart. Manuela also gave a presentation about the upcoming BFA show to IAIA studio art students to encourage their participation.

Manuela collaborated with IAIA art history professor Lara Evans and MoCNA public programs manager Andrea Hanley on programing for *Connective Tissue* events, including IAIA Artist-in-Residence event *Resilient Fibers*, featuring Janice George's (Squamish Nation) Coast Salish weaving; Leanne Campbell's (Coeur d'Alene) twining basketry techniques, and Martha Nielsen's (Kokhanok Village) Alaskan fish skin artworks.

4.2   Implement Museum Docent and Volunteer programs

Andrea works with the Docent + Volunteers by participating in meetings, creating and gathering relevant materials on contemporary Native arts, as well as upcoming MoCNA exhibition information. Volunteers help with museum projects and events. Docents are now giving tours to school and tour groups. The museum has implemented scheduled Walk – in Docent tours for museum visitors on Saturdays and Mondays at 10:30a.m. which is gaining momentum every month.

4.3   Advance scholarship and dialogue on indigenous arts and culture

The work in this section empowers students to become leaders by offering leadership programs and learning opportunities and addresses all the goals of this statement.

Patsy served on the American Alliance of Museum's Re-accreditation committee for the Wheelwright Museum in Santa Fe. Rick West (Autry Museum Director) and Dr. Kurt Dewhurst (Michigan State University Museum, Director Emeritus) were the outside reviewers. Dr. Dewhurst has reviewed over 30 accreditations and gave Patsy advice on how to begin the accreditation process for the IAIA Museum. The museum has begun the process of applying for accreditation. The first step is a self-study which can take up to one year to complete. The museum Strategic Planning Committee is currently revising and updating our Strategic Plan 2017 which will become Strategic Plan 2020. The museum's plan will complement IAIA's Strategic Plan 2020 and will be completed by the end of this year. Museum staff is also updating and revising another key document, the Collection's Policy.

Patsy and Manuela met with Puncky and Mary Heppner, former faculty at University of Minnesota-Morris, to suggest contemporary Native American sculptors for their potential sculpture donation/commission for the university campus.

Manuela gave an interview about *Connective Tissue* exhibition to Erin Rand, Assistant Editor, Native American Art Magazine (Oct/Nov. issue). Other magazines that published articles on this show include Pasatiempo (August 18), THE magazine (August 2017), and artdaily.com (international online Art Newspaper, August 28).

Manuela submitted an exhibition catalog essay for 2019 exhibition *Visual Voices: Contemporary Chickasaw Art*. The essay and exhibition analyze current art trends, themes and processes among contemporary Chickasaw artists. Among the featured artists are IAIA alumni Paul Moore and Brent Greenwood, as well as IAIA board of trustees member Brenda Kingery.

MoCNA received funding from the Andy Warhol Foundation for the Visual Arts for the IAIA Museum of Contemporary Native Arts Social Engagement Art Residency for 2017 - 2019. MoCNA is breaking new ground in the Native American art field in developing this practice and understanding its potential within Indian Country. Through this residency and our many other programs, MoCNA is acknowledged as a leader and an innovator in cutting-edge art practice. The first round of residents **Jerod Impichchaachaaha Tate**, Chickasaw composer, and **Rhiana Yazzie**, Navajo playwright for 2017 were in Santa Fe, October 21 – 31.

Sky Hopinka (Ho-Chunk Nation of Wisconsin/Pechanga Band of Luiseño Indians) film was extended through October 28, 2017. Hopinka's work is both multifaceted conceptually and formally, with involved tiers of images and narratives. Beautiful and mysterious, thick with color and gesture, his films are filled with notions and confluences around tribal identity, language and land. Most recently Hopinka's work could be seen in the Whitney Museum of Art's 2017 Biennial.

The MoCNA Reader - the Museum's tri-monthly book club was held on Friday, October 6, 2017 12noon - 1:30 pm. Inspired by our exhibition, *Connective Tissue: New Approaches to Fiber in Contemporary Native Art* we take up the exhibition catalog recently produced by the IAIA Museum of Contemporary Native Arts, contributions by MoCNA Director, Patsy Phillips, Chief Curator, Manuela Well-Off-Man, Amber-Dawn Bear Robe, Lara Evans, Molly McGellenne, and Tania Willard.

The IAIA Museum of Contemporary Native Arts was recognized in *Art In America*'s October 2017 edition which covers contemporary Native Art, as a museum that has "become a major venue in the field," (Kathleen Ash-Milby, *Art Warriors and Wooden Indians*, p. 63).

4.4   Grow the IAIA collection
August 21, 2017 on-line meeting

Annual gift of Romona Scholder, LILTH #16, 1992, acrylic on canvas, 80" x 68"

September 11, 2017 on-line meeting Museum Purchase proposal of the following:
Manuela proposed the acquisition of four paintings by Athena LaTocha, which were part of Athena's exhibition *Athena LaTocha: Inside the Forces of Nature*. They reflect her personal response to our area's landscapes and nature, and were created in preparation for her major work *La Bajada Red* (the painting that was specifically created for MoCNA's gallery space.

1. Athena LaTocha *Untitled*, 2016, Sumi and walnut ink, shellac, La Bajada red on paper 10 7/8" x 16 7/8", $350
2. Athena LaTocha *Untitled*, 2016, Sumi and walnut ink, La Bajada red on paper 4" x 15 ½", $200
3. Athena LaTocha *Untitled*, 2016, Sumi and walnut ink, shellac, La Bajada red on paper 4 x 16 3/8, $200
4. Athena LaTocha *Untitled*, 2016, Sumi and walnut ink, shellac on paper 12 x 48, $800

On September 5, 2017 Aysen New signed a Deed of Gift donating over 250 works of Lloyd Kiva New artwork. The donation includes works on paper, sketchbooks, garments and other works by Lloyd Kiva New. This donation was on loan to the collections department since 2015 for the citywide celebration of Mr. New including MoCNAs exhibit *Lloyd Kiva New: Art, Design & Influence.*

Due to the growth of the collection over the past several years the storage shelves are nearing capacity. The Strategic Priorities Committee funded collections to purchase more shelves for three-dimensional objects and to hire students to assist with the project of handling and registration of over 300 objects.

Peabody Essex Museum (PEM) loan update: In September and October, the collections department has been working with PEM lending nine T.C. Cannon works for a two year loan. The collections department has had all of the original T.C. Cannon works of art in the permanent collection appraised by Joan Cabellero to make sure values are up-to-date before going on travel. All of the 9 works were looked at by Steven Prins, Painting Conservator and Patricia Morris, Paper Conservator this past September. Three paintings will receive treatment by Prins to be completed by January and the one drawing will receive treatment by Morris. All conservation will be paid for by PEM. In late October, all the

Cannon works were released to David Astilli Fine Art Services to begin building the shipping containers. Astilli is working directly with PEM and the conservators to have all of the work ready to be shipped by January 2018.

The University of New Mexico Maxwell Museum has inquired about borrowing "The Last Supper," installation by C. Maxx Stevens for exhibition in January 2018. The collections department installed the piece for photography in September and has been inventorying and accessing the nearly 200 pieces into the collections database. The department will continue through the fall to prepare the piece for travel including packing, developing packing/unpacking instructions, installation instructions etc.

4.5   Engage with indigenous communities world-wide
On October 20, Tatiana was invited back (she participated in an earlier meeting) to the Museum of Indian Arts and Culture (MIAC) to participate as a consultant for the Tribal Community Gathering II: Design for the Here, Now and Always Renewal project. The one day gathering included Native and non-Native professionals, community members and MIAC staff to review the new exhibit design of their permanent exhibit based upon feedback from the first gathering held earlier in the year.

Manuela is collaborating with Crystal Bridges Museum of American Art curator Mindy Besaw and independent curator Candice Hopkins (Tlingit, citizen of Carcross/Tagish First Nation) on the upcoming traveling exhibition *Native North America*, which will be offered to national and international venues. The exhibition will chart the development of contemporary Indigenous art from the United States and Canada from the 1960s to present day. *Native North America* will feature several IAIA alumni and former faculty including Lloyd Kiva New, Fritz Scholder, T.C. Cannon, Marie Watt, Melissa Cody, and Shan Goshorn.

Patsy and Manuela met with Richard Lowenberg, organizer of the Indigenous Connectivity Summit in Santa Fe, an event sponsored by the Internet Society (ISOC). Manuela provided a list of contemporary Native artists who focus on digital/video installations and multi-platform art, for a potential participation at the Summit.

Patsy and Manuela met with Director of Art and Design at UIEM Mexico Carlos Gordilla and IAIA adjunct faculty Spanish Language Moira Garcia to discuss potential collaborations between MoCNA and UIEM, including future exhibitions featuring Indigenous Mexican artists.

The Museum hosted a reception on Saturday, October 28 for Dartmouth University students and alumni.

The following three exhibitions curated by MoCNA are either traveling or are preparing to travel:

- Curated by Andrea Hanley, *Akunnittinni: A Kinngait Family Portrait* is on display at the George Gustav Heye Center, National Museum of the American Indian, Smithsonian Institution, and New York City, NY thru January 7, 2018. The exhibition then travels to the Scottsdale Museum of Contemporary Arts, Scottsdale, AZ from February 3 - May 20th. This exhibition chronicles a visual dialogue between an Inuk grandmother, mother, and daughter - Pitseolak Ashoona

(1904-1983), Napachie Pootoogook (1938-2002), and Annie Pootoogook (1969-2016).

- Curated by Andrea Hanley, *desert ArtLAB: Ecologies of Resistance*, will close **January 28, 2018** and then travel to UNM's Maxwell Museum. *Desert ArtLAB* is an interdisciplinary art collaborative, established by museum curator/educator **April Bojorquez (Chicana/Rarámuri)** and artist/educator **Matthew Garcia (Chicano)**. The collaborative reconceptualizes desert/dryland ecologies not as post-apocalyptic growth of wasteland, but as an ecological opportunity.

- The University of New Mexico University Maxwell Museum has scheduled "The Last Supper," installation by C. Maxx Stevens for exhibition in January 2018.

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

In September the museum hosted the Museum of Indian Arts & Cultures volunteers, called the Friends of Indian Arts, with a small reception and tours of the exhibitions. Approximately 50 people attended.

Staff has given numerous private tours of our exhibitions to local organizations such as Santa Fe Art & Design students, Santa Fe Art Institute, Santa Fe Institute and Center for Contemporary Art.

The museum is collaborating with the Georgia O'Keeffe to develop a "Family Pass" day for local audiences. The idea is similar to checking out books at libraries. Families will check out a Family Pass to visit the O'Keeffe and the IAIA Museum at no charge. This initiative was developed by the State Museum and has proven successful. The State Museums do not allow outside collaborators, therefore, O'Keeffe and MoCNA are developing our own collaborative program. We may expand it if it proves successful.

Patsy has joined the Ralph T. Coe Foundation who is heading up a local museum committee to support high school students to learn more about curatorial work.

Patsy (and Eric Davis) contributes to a state-wide marketing effort led by Shelley Thompson, NM Cultural Affairs. This group effort is providing more outreach in the city and the state. MoCNA submitted *Action/Abstraction Redefined* exhibition information to the office of NM Cultural Affairs' joint proposal to the City of Santa Fe Arts Commission's Collaborative Arts Marketing program.

Patsy and Andrea are working with the Santa Fe Art Institute to submit a grant to the Canada Council to support a collaborative initiative to train curators and writers.

Manuela gave a tour to Lynn Taulbee, ArtWorks Program Director, from the Partners in Education Foundation for the Santa Fe Public Schools. The tour of MoCNA's new exhibitions helped them to organize arts experiences for teachers and students for this schoolyear.

Manuela gave a tour to Valentine McKay-Riddell, president of Orenda Healing International, and connected her to *Connective Tissue* artists for potential interviews for the organization's *Four Winds Journal*. The fall issue's theme is *Art as Activism*.

Manuela collaborated with Darlene Tranter Anderson on an exhibition highlighting Reza Deghati's photography at MoCNA. The exhibition will be open for one week in the museum's second floor conference room the week of November 5 with a private reception on November 7. The photographer is of Iranian tribal descent and will give a workshop for IAIA students and a lecture at the Lensic, November 8, 2017.

Manuela participated in *MoCNA Reader* program and discussed the exhibition catalog *Connective Tissue: New Approaches to Fiber in Contemporary Native Art*.

Charles Rencountre sculpture work, *Not Afraid,* which has been in the south courtyard of the museum for two and one-half years was replaced with IAIA alum David Beams sculpture, *Salient Domain: Extrication*. This work is part of a sequence that David began in 2016. The progenitor of this series is on view on the IAIA campus in Santa Fe. The form of the double-ended obelisk is characteristic of these sculptures. In this piece, the obelisk is suspended within the work, and its solid form contrasts the scaffold-like structure, referencing facets of civilization's pursuit of power. While the obelisk form is an appropriated monument of bygone cultures, the scaffold design refers to the extrication of power from the wind, land and the atom. David Beams was introduced to sculpture at Johnson County Community College in Kansas, where he received an A.A.S. degree in 2008. At the Institute of American Indian Arts in Santa Fe, he explored conceptual sculptures, and obtained a B.F.A degree in 2016

The collections department developed exhibits for the IAIA Open House held on November 6. John and Ryan Flahive selected works from JoAnn and Robert Balzer's private collection for an exhibit of IAIA alumni works for the Balzer Alumni gallery in the new Performing Arts/Fitness Center. Other works and images were selected from IAIA resources for display in the new building.

Terran Kipp Last Gun, a citizen of the Piikani Nation (Blackfeet), IAIA alum and a young visual artist originally from Browning, Montana completed his residency in October. The studio was used in late October by the Social Engagement Artists.

September 16, MoCNA and the Santa Fe Institute (SFI) explored the creative process in art and science through a discussion between **David Krakauer**, SFI President and William H. Miller Professor of Complex Systems and *Connective Tissue* artist

Melissa Cody (Navajo), artist, moderated by SFI Professor **Mirta Galesic**. This ongoing program is now in its 5th year of collaboration.

Working with campus and Lara Evans, the Museum continues to support programming connected to the A-i-R Program. The IAIA Artists-in-Residence for the month of September are all fiber artists! On Saturday, September 23, 2017, the *Resilient Fibers* program complemented *Connective Tissue* for hands-on experiences with materials: wool, bark, grasses, and cured fish skin. Participants learned about techniques and materials featured in the exhibition *Connective Tissue: New Approaches to Fiber in Contemporary Native Art*. **Janice George** (Squamish Nation) introduces Coast Salish weaving, **Leanne Campbell** (Coeur d'Alene) shows twining techniques used in basketry, and **Martha Nielsen** (Kokhanok Village) shared Alaskan fish skin as a material for clothing. On November 2, the museum hosted the next round of A-i-R residents.

Rose B. Simpson's outdoor sculpture deVOTEd was removed in early August in the museum's Allan Houser Art Park. It was replaced by **Eliza Naranjo Morse** and **Kipp Last Gun** collaborative and commissioned work, *Home is a Life Journey*, based on ideas around home, place, history and experience. Homes build traditions carried forward by ancestors and redefined through every generation, forming narratives of our lives. Home is the land; the surrounding mountains, hills, lakes, river ways and life affirming consistency. Home is under the sun, moon and stars. Home is also in each of our beings. In *Home is a Life Journey*, two artists consider this narrative. A mountain range and heart line runs atop the disc and stretches across the mural wall as a symbol and highlighting the importance of the relationship between land and life journey. A world expressing a sense of global community rests in mountain and heart line behind a living plant in the Art Park. By incorporating the living plant into the mural, a physically engaging element is utilized that encourages audiences to experience the environment of the Art Park. Last Gun comes from people who moved their lodges according to season and game while Naranjo Morse, a Pueblo person comes from sedentary people who built permanent homes and developed agricultural systems over hundreds of years. Inspired by this diversity, *Home is a Life Journey* ultimately seeks to inspire its audience with an appreciation for their own beings, a sense of kinship to all people and a responsibility to the land. This mural will be on display from August 14, 2017-August, 2018.

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

5.3   Provide programming to Native youth

Andrea supported and worked with The City of Santa Fe Arts Commission, who has a special offer for all students this summer. The Summer Youth Culture Passport is a booklet that features free admission to museums, free tickets for performances and other free happenings for kids all over Santa Fe May 30-August 30. Booklets can be stamped at the Museum store. Participants bring their passport to various cultural events and collect stickers for each venue. When a participant receives 5 stickers they can claim a prize at the City of Santa Fe Community Gallery.

Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
Improve Student Success							
I.E Develop student leadership skills	Student Success and Leadership Identify students for work-study and internship program	Recruit 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 confirmed	Staff meets with students regularly and student are invited to all staff meetings	Report regarding how many participated	9/30/18
Strengthen Academic Programs							
II.A Develop and promote an indigenous assessment model	Identify issue of honor's collection ownership	Review law and meet with attorney if determined necessary	Ownership identified and confirmed	None (unless we meet with an attorney)	Meet with internal committee regularly and present to president	Ownership finalized	9/30/18
	Strategic Plan 2020	Revise and update Strategic Plan	Plan updated	None	Review Plan with museum staff, a faculty member and student	Plan finalized	1/30/18
	Begin American Alliance of Museums accreditation process	Draft collection's policy; code of ethics; abandoned property and disaster plan	Submit strategic plan (including mission statement) collection's policy; code of ethics; abandoned property and disaster plan drafts to AAM to begin one-year self-self-study for accreditation.	None	Meet with internal Accreditation Committee regularly; update Dr. Martin, and Bill Sayer	Strategic plan; collection's policy; code of ethics; abandoned property and disaster plan drafts accepted by AAM	5/1/18
	AAM Accreditation process	AAM returns documents with suggested changes	Documents revised and self-study begins	$2,500 to AAM to begin accreditation process	Meet with internal accreditation committee regularly	Documents revised and self-study started	9/30/18

	AAM Conference	Attend AAM Conference to attend session on accreditation	Information gathered for accreditation	$2,500 travel to conference	Communicate to accreditation committee	Another step towards receiving accreditation	6/18
Build college Community							
III.C Implement a faculty and staff prof. development plan	Professional development opportunities for staff	Identify professional development courses for staff	Staff attend appropriate training for their positions	$10,000	Quarterly updates to President and board	Retain Staff	9/30/18
III.D Bring students, faculty, staff together in campus-centric activities	Student Success Artists visiting museum meets with students	Identify artists who are traveling to Santa Fe for exhibitions and programming; Invite them to present at campus or invite students to attend programs at museum	Two or more artists present at campus or museum and work with students	$5,000 costs of artists travel	Invitations through IAIA email and social media such as Facebook and Twitter	Students learn new ideas and techniques from visiting artists	9/30/18
III.F Implement an internal and external marketing/ communications plan	Work with Director of Communication, Eric Davis to develop local and national plan for this fiscal year	Meet regularly 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 how many visitors and where they are from	9/30/18
Advance Contemporary Native arts and cultures							
IV.A Expand collaboration between the museum, academic and student support programs	Students and faculty invited to all museum programming	Attend faculty meetings and ASG to invite to exhibits & events; send electronic invitations; place on Facebook, Twitter and	Count faculty and students at museum events	$5,000 – cost of programming	Invite staff, faculty and students at meetings and via electronic mail	List of faculty and students who attend museum events	9/30/18

		Instagram					
IV.C Advance scholarship and dialogue on indigenous arts and cultures	Publish a catalog for Action/ Abstraction Redefined	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	9/30/18
IV.D Grow the IAIA collection	Continue growing collection	Meet with collectors/donors; attend acquisition committee mtgs.	Donors contribute to collection; purchase graduating student works	$5,000 acq's budget. $500 meals and stewardship	Update President and Board quarterly regarding donations	Report listing all donations	9/30/18
IV.E Engage with indigenous communities world-wide	Tribal Relations Library Family/ Friend Pass day (collaboration with O'Keeffe Museum)	Staff will hand deliver passes to local pueblo libraries and cultural centers	Pueblos disseminate passes to families to visit MoCNA and O'Keeffe free	No cost. O'Keeffe is paying for the initial costs of this initiative	Contact Pueblos to encourage them to support this program	Store monitors how many Pueblo members participate in this program	9/30/18
	Travel museum exhibitions: *Akunnittinni desert ArtLab Last Supper*	*Akunnittini* to Scottsdale Museum of Art; *desert ArtLab and Last Supper* to UNM's Maxwell Museum. All three shows open in 2-18	Exhibits on view at three locations	$2,000 to build soft crates for *Last Supper and desert ArtLab*	Attend openings in Scottsdale and Albuquerque. Update President and board	Receive list of how many visitors saw these exhibitions at other venues	9/30/18
	Exhibition of Suzan Harjo Collection donation	Curate exhibition to open North Gallery in Feb. 2018	Collection is displayed respectfully to honor Suzan Harjo	$500.00	Advertise exhibition	Exhibition opens	2/18
IV.F Strengthen the connection between the college, museum and larger Santa Fe community	Participate on local committees such O'Keeffe Museum Committee to develop program for Family/Friend Pass to visit museums	Attend planning meetings; implement library program to check out passes to visit O'Keeffe and MoCNA. This program will increase Pueblo attendance, but is	Monitor how many families visit the museum	-0-	Communicate with O'Keeffe staff and MoCNA staff for effective program	Number of families visited identified	9/30/18

		also to increase other local audiences					

To: IAIA Board of Trustees
From: Robert Martin, President
Date: October 24, 2017
Subj: President's Quarterly Report

Mission Objective 1: Improve Student Success

1.1   Increase involvement of all IAIA stakeholders in student success
- The successful launching of the Achieving the Dream (ATD) student success initiative, along with the theme of "Stand Up for Student Success", took place at the August 23 Community Gathering and the President's Convocation on August 24. Following Convocation, two engagement sessions were held for faculty, staff and students to inform them about the initiative and solicit their ideas and suggestions. Additional engagement sessions are scheduled separately for faculty, staff and students.

   The ATD Core Team co-chairs are Blue Tarpalechee, Student Housing Director, and Craig Tompkins, Studio Arts Department Chair. With faculty and staff leadership, we are more likely to be successful in engaging the total IAIA community.   While the Core Team will implement some activities in the short term to improve student success, the goal will be to take an integrated approach to student success in the long term that incorporates the work of the Persistence and Completion Academy team along with the input generated through the engagement process.

   The Core Team is focusing on institutional deficiencies rather than student deficiencies. In other words, what are the strategies IAIA could implement to improve our programs and services to better serve students and improve their chances for success?

- Dr. Deborah Goodman, Ann Marie Downes, Dr. Bill Sayre and I attended the third annual Governance Institute for Student Success - TCU (GISS - TCU 3.0), October 7-8, in Orlando.   I presented a brief report on student success initiatives at IAIA (attached) and Dr. Goodman reported on behalf of our college (Attached). I am grateful to Deborah and Ann Marie for taking time from their busy schedules to represent the Trustees.

   The "15 to Finish Program" was launched for the 2017 Fall Semester. Sixteen students signed a "15 to Finish" contract during the first week of the semester and we expect that number to increase as we continue to disseminate information regarding the program. Last spring and summer we promoted the program by purchasing paid advertising, through social media as well as on-

campus email, inclusion in the IAIA newsletter and communication with the President's Cabinet members with the intent to disseminate the information campus-wide. A letter from my office was sent to the faculty, staff and students introducing the program and explaining its details.

The Academic Dean introduced the "15 to Finish" student financial incentive program to faculty at a Faculty Council meeting in April 2017 and the "15 to Finish" contract was covered during the Fall Semester in-service by the Dean, and again during the Advisor training. The contract also was included in the Advisor file provided by the Registrar and Director of Advising during Fall orientation and registration week.

1.2   Increase enrollment; improve retention and completion
- The 2017 Fall Semester student enrollment is 517 FTE as compared to 474 FTE for the 2016 Fall Semester, representing a 9% increase. IAIA's on-campus student full-time equivalent enrollment (FTE) is 380, reflecting a 40 percent increase in the past four years. The student to faculty ratio, however, is still quite low at 7:1.

- We are exploring the feasibility of offering a low-residence MFA Program in Studio Arts, which is our largest undergraduate major in terms of enrollment; it graduates the highest numbers and is the one for which we are best known. Thus, it seems to be most appropriate to consider a graduate program in this area, which could have positive impacts by increasing student enrollment while minimizing impact on campus facilities and the current undergraduate program in studio arts. In addition, we also could offer this program with our current faculty, all of whom have earned MFAs, which is considered a terminal degree.

- The Scholarship Dinner and Auction raised $230,000 for student scholarships. Judith Pepper, Director of Institutional Advancement, Eileen Berry, Associate Director, the Advancement staff, volunteers and students are commended for their diligent efforts resulting in the huge success of this year's event.

- IAIA awarded more than $637,000 in student scholarships at the Fall 2017 Semester Scholarship Awards dinner in September. Cheryl Crazy Bull, President and CEO of the American Indian College Fund, was the keynote speaker for the event.

1.4   Develop student leadership skills
- Developing student leadership skills projects are included in my direct reports' annual work plans. For example, the Continuing Education Program recruits students as instructors, the Chief Financial Officer required his student worker to make a verbal report to the Board of Trustees and the Office of Institutional Advancement recruited student volunteers to assist with the Annual Gala and to write donor thank-you notes. Moreover, two IAIA students attended the 2017 AIHEC Student Congress fall meeting in Orlando, October 5-6, 2017. The Student Congress is the governing body representing TCU students. Roy Grafe

is Student Congress Historian and Scarlett Cortez serves as the Student Congress Southwest Representative. They are involved in planning the 2018 student leadership conference at Northwest Indian College in Bellingham, WA. Roy and Scarlett also are responsible for specific Student Congress strategic initiatives and I was extremely proud when they made their presentations to the presidents.

During the past several years, we have been successful in receiving additional funding to expand our student internship and apprenticeship programs. These programs provide experiential and service learning opportunities for our students. I also have requested that all academic programs consider requiring internships of their students.

Mission Objective 2: Strengthen Academic Programs
- With the Performing Arts and Fitness Center coming online in January, the development the Bachelor of Fine Arts program in Performing Arts has been accelerated. The two faculty members are building on the program minor currently in place by creating a new major and foundation courses for the performing arts programwith emphases in theatre, music and dance. . The new courses and the major will begin the approval process through the curriculum committee, Faculty Council, the Academic Dean, President and culminating with Board of Trustees approval in the spring.

- We have signed an updated Memorandum of Understanding (MOU) with the Universidad Intercultural del Estado de México (UIEM) of San Felipe del Progreso, State of Mexico, Republic of Mexico. The agreement will formalize the student and faculty exchanges between IAIA and UIEM. They are a semester in length, and students will be able earn academic credits. This will be IAIA's first formal international exchange program.

Mission Objective 3: Build College Community
3.6   Implement an internal and external marketing and communications plan
- We continue to increase our presence in traditional and social media -- targeting potential students and their families with our advertisements and online activities. Some national sites regularly post our stories and receive national and international exposure. The Tribal College Journal, Native American News Online, Indian Country Today, and other media outlets have provided us with increased exposure in Indian country.

- I was present for the quarterly meeting of the American Indian Higher Education Consortium Board of Directors, October 2-5, in Orlando and will attend a meeting of the Higher Learning Commission Board of Trustees, November 1-3, in Chicago.

- In collaboration with the Lensic Preforming Arts Center, IAIA sponsored a workshop and performance by Robert Mirabal, along with the string quartet ETHEL, on Tuesday, October 3rd at noon in the CLE Commons.

- The IAIA Open House and dedication of the Performance and Fitness Center are scheduled for November 6, 2017, which will provide the general public and our supporters with the opportunity to visit our campus and experience the beauty and creativity of our students and the new facility. In addition to the dedication of the building, there will be open classrooms and studios, student performances and exhibitions, interactive demonstrations, a bronze pour, etc.

- In collaboration with the Lensic Performing Arts Center, IAIA will bring Reza Deghati, a world-renowned, award-winning National Geographic photographer and explorer, to Santa Fe and to the campus, November 6-9. A philanthropist, idealist, humanist, architect by training and famous photojournalist, primarily for National Geographic, Reza will present some of his most compelling work and share stories behind the images. Reza`s work has been exhibited all over the world: *Crossed Destinies, War + Peace, One World One Tribe, Hope, Windows of the Soul* and *Soul of Coffee* are some of his most notable expositions. He lives in Paris and is the author of 27 books.

  On Monday, November 6, from 2:00 to 6:00 pm, Reza and his work will appear at the IAIA Annual Open House & Building Dedication Ceremony. Reza also will be at the IAIA Campus on Wednesday, November 8 and Thursday, November 9, for presentations to IAIA students and community. The IAIA Museum also will host an exhibition of Reza's photography. The opening reception is Tuesday, November 7, 4:30 to 6:30, with Reza in attendance. On Wednesday, November 8, 2017, at 7:00 pm, the Lensic Performing Arts Center presents Reza and *The Power of Photography for Humanity.*

3.7   Build a performing arts and fitness center
- Construction is nearing completion and is under budget. All building systems are operational and concrete work is finished. The IT infrastructure, the wood flooring installation and the final interior finish work are nearing completion. In addition, the installation of landscaping irrigation systems has begun, with planting and graveling to be completed in the next two weeks. We will not, however, be able to play a faculty/staff basketball game on the gymnasium floor during the open house because the flooring installation was delayed due to high moisture content in the concrete.   Larry Mirabal deserves praise for his work in providing oversight of this construction project.

3.9   Grow and maximize resources for college programs
- Since we are now forward funded, we have not been affected by the continuing resolution and the across-the-board 0.6791 percent reduction.

As previously reported, the FY 2018 House Interior Appropriations Subcommittee Mark-Up for IAIA is $9,835,000, which is level funding with FY 2017. At the same time, several of the national cultural mainstays included in this bill, such as the Smithsonian, the National Gallery of Art, and the National Endowments for the Arts and for the Humanities, are proposed for cuts of 1% to 3% below their FY 17 funding levels.

- Dr. Barbara Damron, Secretary for the New Mexico Department of Higher Education, was on campus for a meeting of the New Mexico Tribal Colleges Consortium on October 11. Dr. Damron indicated her department is supporting IAIA's $600,000 capital outlay project funding request from the state of New Mexico to complete the final phase of HVAC system replacement for the Academic Building and the Americans with Disability Act (ADA) compliance and renovation project. Additional 2018 New Mexico Tribal Colleges Consortium legislative priorities include increasing dual credit funding and student eligibility for New Mexico Lottery Scholarship Program. Again, Dr. Damron expressed support for both of these legislative priorities.

Mission Objective 4: Advance contemporary Native arts and cultures
4.2 Advance scholarship and dialogue on Indigenous arts and culture
- An IAIA Museum Strategic Priority is to achieve accreditation with the American Alliance of Museums. The museum has initiated the process of applying for accreditation. The first step is to begin a self-study, which can take up to one year to complete.

Mission Objective 5: Expand capacity as a 1994 Land Grant institution
5.1 Communicate IAIA's role as a Land Grant Institution
- Charlene Carr, Land Grant Programs Director, continues to provide the leadership for an ad hoc committee to strengthen and build relationships between IAIA and New Mexico's Native communities, beginning with the Pueblos. The group is in the process of identifying projects and action steps for the following six strategic initiatives: Education, IAIA Outreach, Tribal Engagement, Marketing, Recruitment, and Alumni Relations. Relevant projects will be incorporated into each Cabinet members' action plans.

2017-18 IAIA Institutional Strategic Priorities
- Sustained enrollment growth through programmatic expansion, strategic recruitment and retention initiatives.
- Foster student success through strategic initiatives and partnerships, such as "Achieving the Dream" and "Complete College America".
- Continue the reintroduction of the Performing Arts program at IAIA, in its newly constructed home
- Pursue efforts to give IAIA a larger national presence, both with students and supporters.
- Increase the size of IAIA's Endowment

- Continued focus on the quality of our academic programs through student learning outcomes assessment and program review, with special emphasis on Indigenous methodologies.
- Involve the total institution in the development of IAIA's Assurance Argument for the Higher Learning Commission
- Expand capacity as a 1994 Land Grant institution
- Expand strategic partnerships to increase opportunities for student learning through enhanced programming, scholarships, internships, apprenticeships, national and international exchange programs and expanded artist-in-residence programs.

IAIA Team Report: ACCT GISS 3.0 Orlando October 2017
   By Dr. Deborah Goodman

Board Goals
- Enrollment growth. Evidence that we are meeting this goal:
  - On-campus FTE is up 40% since 2013.
- Student success. Evidence:
  - Our Office of Institutional Research has developed metrics that are appropriate for our institution and more clearly define student success than IPEDS or AIHEC.
  - The Student Success Center and other offices on campus have over 100 different student success initiatives (results of ATD student success audit)
  - We receive reports on student success at every board meeting from the Enrollment Management Division, Institutional Research, and other Cabinet members.
  - Scholarship fund raising: The institution holds a special fund-raising gala each year. This year, we raised over $200,000 for scholarships.
  - Culture competence and diversity: 100 different tribes are represented within our student body.
  - Maintaining accreditation by two agencies: The Higher Learning Commission and the National Association of Schools of Art and Design.
- Effective Board leadership
  - The Board holds a retreat and training session once a year where we discuss the appropriate role for the Board. This is particularly important, as there are 6 new members of the Board this year out of a total of 13.

Institutional Partnerships to promote student success
- IAIA offers college level coursework to high school students through the dual credit program. Over 250 students at 12 schools are involved.

Measurement
- IAIA tracks all retention and completion of all students: freshmen, transfers, full-time, part-time, and whether they complete a degree at another institution, using data from the National Student Clearinghouse.

Board Priorities moving forward
- Continue fund-raising for scholarships
- Continue making evidence-based decisions
- Assess the feasibility of adding new low-residency Master's programs to increase opportunities for continued student success after graduation
- Continue annual retreats and training sessions

Institute of American Indian Arts

Linking Developmental Education with Majors

- Students were co-registered in a developmental education English class and a college-level beginning drawing class.

- The success rate for the English class was the highest of all the English 099 classes in that semester and the Drawing class had the second highest rate.

Summer Bridge Program for Freshmen

- Students were given Accuplacer placement tests for English and Math at the beginning and the end of the program.

- 60% of the students scored higher on their second test than the first, accelerating their placement.

Improved Course Scheduling

- The first-year course schedule for new Studio Arts students was altered to allow them to take more departmental courses and fewer developmental education courses initially.

- Retention went up as a result (while it dropped in other departments).

Updating Placement Testing

- IAIA gives its own writing assessment to incoming freshmen, in addition to standardized tests.

- 33% of new freshmen who took the test were placed in a higher course than if we had just relied on their ACT/SAT/Accuplacer score(s).

Increase Scholarships

- IAIA has increased its fund raising for scholarships over the last several years

- Students who receive IAIA scholarships are retained from one year to the next <u>at over twice the rate</u> as students who do not receive IAIA scholarships

- Retention rates rise to 89% as the amount of IAIA scholarships increases

- Almost all graduates (90%) received IAIA scholarships in their final year

The "15 to Finish Program"

- Implemented for the 2017 Fall Semester.
- This student success initiative creates financial incentives for students who complete their degrees in a timely fashion – 30 credits per year over four years instead of five or more.
- If successful, they'll receive a tuition and textbook fee waiver for their senior year.
- Students who don't complete their program in four years are less likely to receive any degree
- Students who graduate on time have a greater degree of career success than students who don't.

Achieving the Dream (ATD) Program

- Involves the total campus in promoting student success, including the Board of Trustees, administration, faculty, staff and students

- Since all internal stakeholders are responsible for student success

- It is essential that everyone understands the importance of his/her role and specific tasks in this effort

- Our goal is to assist all students in earning a degree or certificate

- Cabinet members responsible for one student success project each year in their annual work plans

- Evidence based decision-making

Tell our own story

- Define student success for ourselves

- Don't allow IPEDS or any other organization to tell our story.

- Include returning students and transfers

- Include students earning certificates, associates and bachelor's degrees

- Include students who transfer and graduate at other colleges

To: Dr. Robert Martin, President
From: Dr. Bill Sayre, Director, Institutional Research
Date: October 20, 2017
Subj: Quarterly Board Report

Mission Objective 1: Improve Student Success

A.   Increase involvement of all IAIA stakeholders in student success

Project: Creation of annual/semester Fact Book. 55% complete. Anita Gavin, Assistant Director of Institutional Research, and I are developing new skills in Tableau, a data visualization software package, for use in creating an annual/semester Fact Book. Achieving the Dream colleges have had some success with it. We continued our involvement in online training courses. We have built visualizations showing the percent of D, F, W, and I grades in all courses at the institution and presented the information to the ATD Core Team and the first faculty engagement session. We have now created an interactive dashboard showing %DFWI grades in fall semester 2017 midterm grades (published last week) and are sharing it with early adopters on the Core Team. This project will continue into the next year.

Project: Prepare the 2017-2018 Higher Learning Commission (HLC) Assurance Argument. 30%. Co-author Valerie Nye (Library Director) and I meet regularly to plan the assurance argument. We are collecting evidence files and writing the first draft. It is due to HLC on July 31, 2018. This is a two-year project.

B.   Increase enrollment; improve retention and completion

Project: Develop new methods of measuring retention and completion. 90%. The Higher Learning Commission has recently changed its rules regarding Student Right-to-Know compliance. By November 1, we are to post retention and completion rates on our website and provide data about students after graduation. I will prepare a document with the retention data I reported in my last Board report, along with an update to the completions data set (using our own definitions), a summary of the SNAAP Survey, and information about graduate students. This project will be complete by November 1.

I will share the updated completions data set with the ATD Core Team. They have already used the retention data in student, faculty, and staff engagement meetings.

Other: FTE enrollment in on-campus and on-line courses is up 40% over the last four years.

Term	On campus FTE	annual increase	four year increase
13FA	271		
14FA	276	2%	
15FA	302	9%	
16FA	331	10%	
17FA	380	15%	40%

These numbers are reported annually by Institutional Research in the Fact Sheet; the latest appears below. Numbers do not include dual credit high school students and graduate students. I include on-campus and on-line together because course delivery to those two groups involves largely the same faculty and staff resources.

D.   Track student success after college

Project: SNAAP Survey. 100%. Results of the survey have been discussed and shared with the campus community. I've encouraged several offices to dive more deeply into the data to develop some guideposts for our student success work, and I will assist them as needed. We will undertake another alumni survey in three years.

Other: We are reporting new information about our students to the National Student Clearinghouse, at the request of Achieving the Dream. We now provide a list of students earning degrees along with the enrollment files we've been sending them.

Mission Objective 2: Strengthen Academic Programs

A.   Develop and promote an indigenous assessment model

Project: Institutional effectiveness plan. 40%. I continue to work on specific elements of this plan for the upcoming assurance argument. This is a two-year project. Completion date: 07/30/2018.

C.   More fully implement academic program review

Project: Academic Program Review. 95%. Academic Program Review reports have been reviewed by the Academic Dean. Departments are currently presenting their results to the Dean's Academic Policy and Procedures Committee. This project will be complete within the next few months.

Mission Objective 3: Build College Community

C. Implement a faculty and staff professional development plan

Project: Collect baseline data on faculty and staff development to date. No activity this quarter. 0% complete. This is a two-year project. Completion date: 07/30/2018.

OUR VISION

To be the premier educational institution for Native arts and cultures

OUR MISSION

To empower creativity and leadership in Native arts and cultures through higher education, lifelong learning and outreach

OUR CORE VALUES

COLLABORATION
Joining together for student success

EXCELLENCE
Upholding high standards for students, faculty and staff

CREATIVITY
Encouraging fearless expression in art and life

RESPECT
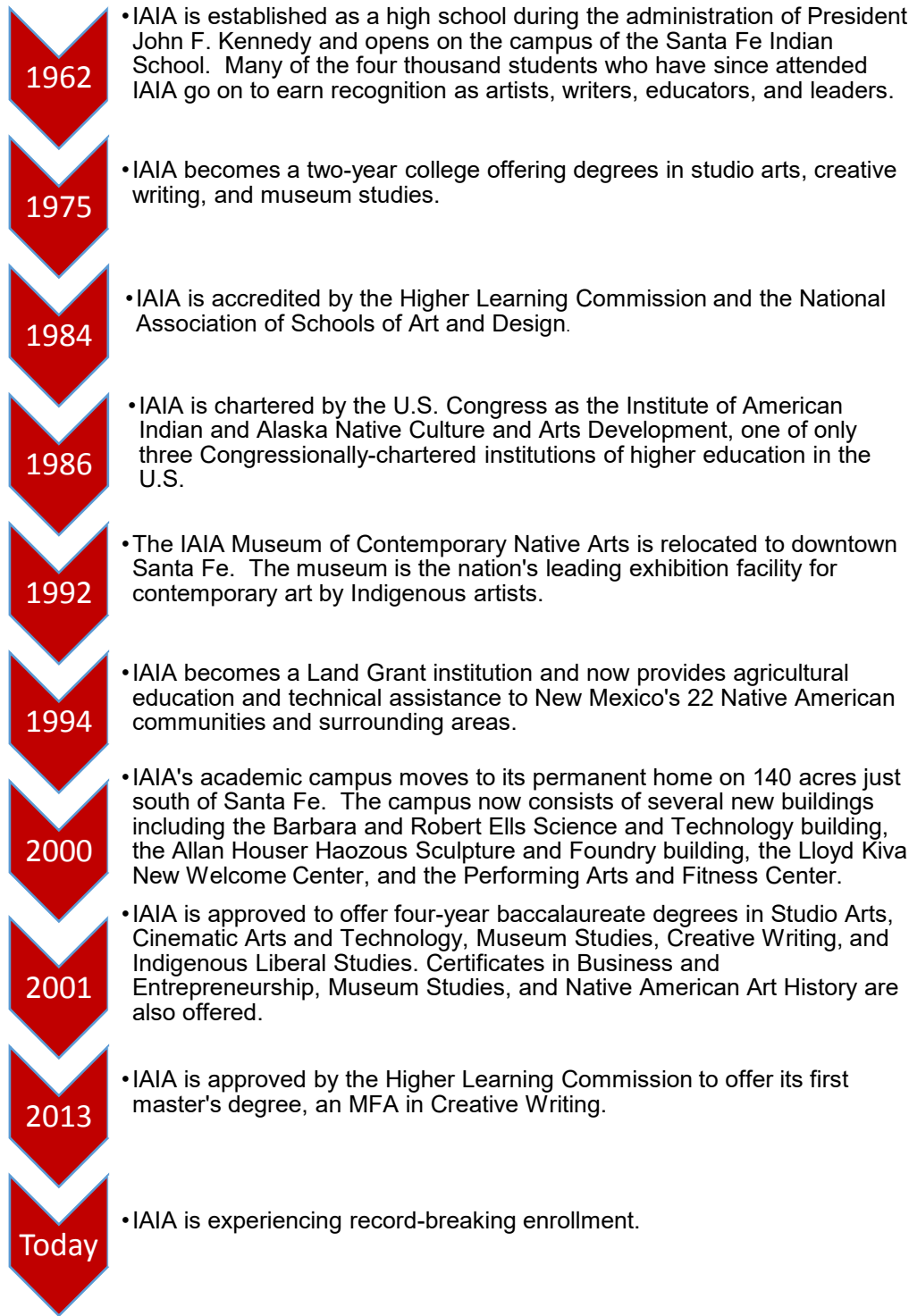Fostering an understanding of cultures, perspectives and identities

INTEGRITY
Demanding honesty, accountability and responsibility to one's community, oneself and the world at large

SUSTAINABILITY
Being effective stewards of IAIA's financial, human, physical, and natural resources in ways that minimize impact on the environment and ensure the future viability of IAIA

A BRIEF HISTORY OF IAIA

1962
- IAIA is established as a high school during the administration of President John F. Kennedy and opens on the campus of the Santa Fe Indian School. Many of the four thousand students who have since attended IAIA go on to earn recognition as artists, writers, educators, and leaders.

1975
- IAIA becomes a two-year college offering degrees in studio arts, creative writing, and museum studies.

1984
- IAIA is accredited by the Higher Learning Commission and the National Association of Schools of Art and Design.

1986
- IAIA is chartered by the U.S. Congress as the Institute of American Indian and Alaska Native Culture and Arts Development, one of only three Congressionally-chartered institutions of higher education in the U.S.

1992
- The IAIA Museum of Contemporary Native Arts is relocated to downtown Santa Fe. The museum is the nation's leading exhibition facility for contemporary art by Indigenous artists.

1994
- IAIA becomes a Land Grant institution and now provides agricultural education and technical assistance to New Mexico's 22 Native American communities and surrounding areas.

2000
- IAIA's academic campus moves to its permanent home on 140 acres just south of Santa Fe. The campus now consists of several new buildings including the Barbara and Robert Ells Science and Technology building, the Allan Houser Haozous Sculpture and Foundry building, the Lloyd Kiva New Welcome Center, and the Performing Arts and Fitness Center.

2001
- IAIA is approved to offer four-year baccalaureate degrees in Studio Arts, Cinematic Arts and Technology, Museum Studies, Creative Writing, and Indigenous Liberal Studies. Certificates in Business and Entrepreneurship, Museum Studies, and Native American Art History are also offered.

2013
- IAIA is approved by the Higher Learning Commission to offer its first master's degree, an MFA in Creative Writing.

Today
- IAIA is experiencing record-breaking enrollment.

OUR MISSION OBJECTIVES

- Improve student success
- Strengthen academic programs
- Build college community
- Advance contemporary Native arts and culture
- Expand capacity as a 1994 Land Grant institution

INSTITUTIONAL PROFILE

STUDENTS - Fall 2017			
Enrollment		**Students at the IAIA campus by Region**	**Students at the IAIA campus by Tribe**
Total Head Count:	**657**	New Mexico: 50%	Tribes represented: 86
Full-Time Equivalent (FTE):	517	States represented: 33	NM Tribes represented: 18
Graduate student headcount:	50	International: 2%	NM Pueblos represented: 16
Graduate student FTE:	63		NM Pueblo students: 50
Dual enrollment high school students:	257	**Top States**	Navajo students: 57
Dual enrollment FTE:	74	1. New Mexico	**Top 6 Tribes**
Students at the IAIA campus:	**350**	2. Arizona	1. Navajo Nation
FTE:	380	3. California	2. New Mexico Pueblos
Female: 57%	Male: 43%	4. Oklahoma	3. Oglala Sioux Tribe
Living on campus:	192	5. Washington	4. Tohono O'odham Nation
Native: 76%	Non-Native: 24%	6. Alaska	5. Alaskan Native
Median Age:	23	7. South Dakota	6. Hopi Tribe
Degree Seeking:	94%	Majors: Studio Arts, 55%. Cinematic Arts and Tech, 17%. Museum Studies, 9%. Creative Writing, 9%. Indigenous Liberal Studies, 8%. Native American Art History, 1%. Business and Entrepreneurship, 1%.	
Fed. Financial Aid (Pell) Eligible: 82%			

PERSONNEL - Fall 2017			
Employees	**Full-Time Faculty**	**Administration**	**Staff**
Total: 107	Total: 23	Total: 11	Total: 73
Native: 48%	Native: 65%	Native: 54%	Native: 42%
	Male: 65% Female: 35%	Male: 37% Female: 63%	Male: 44% Female: 56%

Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
I.A. Increase involvement of all IAIA stakeholders in student success.	Creation of annual/semester Fact Book.	1. Develop Tableau software skills. 2. Build visualizations. 3. Review with President. 4. Review with Cabinet. 5. Publish on website	Publication of the fact book.	Possible costs include additional Tableau licenses.	None.	Publication of fact book.	09/30/2018 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 $12,000, 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 skills in statistical analysis and predictive modeling. This	1. Methods: SQL programming, propensity score analysis, logistic regression. Software: Toad,	Publication of the data.	None.	None.	Publication of the data.	09/30/2018 and operational thereafter.

	is a student success project.	Stata, SPSS, RapidMiner, Excel, Access. 2. Attend training online and at conferences. 3. Carry out pilot studies. 4. Discuss methods and results with ATD Core Team and coaches. 5.Operationalize methodology for larger projects.					
I.E. Develop student leadership skills.	Teach a continuing education course in Data Literacy	1. Discuss with CE and determine course level 2. Develop content and outcomes. 3. Teach course. 4. Collect and analyze student feedback.	Positive feedback from participants.		None.	Course delivery.	09/30/2018
II.A. Develop and promote an indigenous	Institutional Effectiveness Plan.	1. Create plan. 2. Discuss the plan with faculty/students/	1. Publication of plan. 2. Notes of meetings.	None.	Regular meetings and progress reports.	Successful assurance argument in 2018.	07/30/2018

assessment model.		staff and assist the campus with implementation. 3. Prepare and disseminate progress reports. 4. Include in next Assurance Argument.	3. Publication of progress reports. 4. Evidence of improvements made to teaching, learning, and administrative operations.				
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
IV.E. Engage with indigenous communities world-wide.	IAIA alumni employment patterns	1. Assemble data set. 2. Search NMHED and NMWS database.	1. Report on individual alumni information. 2. Report on aggregated	None.	Share and received feedback from ATD Core Team.	Production of final report	09/30/2018

		3. Merge information with alumni office information and survey results. 4. Analyze and report on individual students 5. Analyze and report on aggregated tribal information	information by tribe.				

To: Dr. Robert Martin
From: Laurie Brayshaw
Date: August 20, 2017
Subj: Quarterly Board Report

Strategic Theme I. Improve Student Success

B. Increase enrollment; improve retention and completion

Percentage complete 100%

Continuing Education

Project: Increase the number of students that enroll in CE courses and workshops

Target Area I: Develop Courses & Recruit Instructors for IAIA Continuing Education

From 8/1/17 – through 10/20/17, IAIA Continuing Education has held 21 workshop based offerings at IAIA as well as within the tribal communities of Cochiti, Jemez, Pojoaque, Santo Domingo. Additionally, the Life Pathways curriculum has been implemented at the Santa Fe Indian School and within the Indian Education Department, for parents, within Albuquerque Public Schools (APS).

We have continued to work with five Independent Contractors for the delivery of courses and workshops and have maintained a 100% retention rate for each of these individuals. Some of the feedback and assistance with working with Continuing Education is that the work is very empowering and purposeful.

Craig Pajarito, a Summer Youth Tribal Employment intern from the Leadership Institute, based out of the Santa Fe Indian School completed his internship and gained a deep interest for the meaning of community-based work. Mr. Pajarito learned about marketing, community-based partnership building, course development, human resources management, and event planning during his internship.

<u>Activities/Workshops Offered</u>

- How to Write a Resume & Cover Letter to Summer Youth Tribal Employment Participants x 3 sessions
- How to Dress Professionally for the Workplace x 2 sessions
- Life Pathways (Life Skills) Curriculum for Parents offered at 6 locations, including within the Pueblos of Cochiti, Jemez, Pojoaque, Santo Domingo as well as at the Santa Fe Indian School and the APS Indian Education Office.

<u>Upcoming Workshops/Courses Fall 2017@ IAIA</u>

- Developing Your Curriculum Vitae
- How to Dress Professionally for the Workplace
- The Art of Grant Writing
- Portfolios for Art Professionals, featuring Nocona Burgess
- Pueblo Embroidery Demonstration & Hands-on Workshop
- Strategic Communication & Planning
- Exploring Leadership Styles within the Tribal Sector
- Problem, Solution Action, featuring Ronald Martinez Looking Elk
- A Step-by-Step Guide for First Time Managers

<u>Target Area II: Platform for Web-based Communication for Continuing Education</u>

IAIA Continues to keep its web page updated and is working with the local tribal communities to make registration easy and fast. Marketing has been made possible through the mass mailing of Fall 2017 Continuing Education Course Schedules which are loaded with information about programming, including a timeline for high school college planning and where to begin.

<u>Target Area III: IAIA Native Youth Pathways Development: *A College & Career Readiness Program*</u>

IAIA Continuing Education has kept the momentum going with the Native Youth Pathways Development Program at each of the identified project service areas. We are waiting for the official Inter-Governmental Agreement (IGA) from the New Mexico Public Education Department, Indian Education Division and are eager to begin a third year.

The documentary for Year II has been uploaded to the Continuing Education webpage and we have received so much positive feedback about how the program is benefitting students in college and

career planning because it starts at a considerably younger age than most college preparatory programs. Another important item to note is the positionality of the college and career readiness program's impact on youth in that it instills a sense of pride in their Native identity and heritage.

We have solidified our partnerships with the school districts and the Tribal level, and we are eager to begin implementing the program. On November 19-21, 2017, the Continuing Education Manager will present at the New Mexico Indian Education Government-to-Government Summit in Gallup, New Mexico where she will debrief Tribal Leaders on the ongoing efforts of Native Youth Pathways Development as well as the impact it has had on the tribal communities. The documentary film for Year II will also be showcased.

Most recently, Joannie Romero attended the National Indian Education Association (NIEA) Conference where she presented, "Addressing College & Career Readiness in Pueblo Country." This presentation provided an overview of the IAIA as well as some of the ongoing work within the Continuing Education Department, but primarily focused on the curriculum for Native Youth Pathways Development and how we can successfully get youth and adult participation in both components of the program.

Target Area IV: Ongoing Recruitment for Instructors & Volunteers

Work has continued with five Independent Contractors for the delivery of courses and workshops. Some of the feedback and assistance with working with Continuing Education is that the work is very empowering and purposeful.

We also continuously strive to continue to recruit alumni and current students to allow them teaching opportunities. Ms. Romero is also teaching a workshop on how to develop a curriculum vitae which will detail the importance of building one's opportunities to teach.

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

We have also continued to partner with organizations such as the Indigenous Language Institute to offer Continuing Education Units (CEU's) for participation in our workshops and courses and/or content we've approved.

We were eager to partner with the National Indian Education Association Conference for a second year through the annual convention in Orlando, Florida which took place during the first week of October. Continuing Education, most recently, also partnered with Cha Piyeh, Inc. which is a Native Community Development Financial Institute serving the Ohkay Owingeh community as well as the local eight Northern Pueblos. The Continuing Education Manager also completed the requirements to become a certified "Building Native Communities: Financial Skills for Families" Trainer through the First Nations Development Institute and the Oweesta Corporation. Ms. Romero is excited to begin offering Financial literacy courses at IAIA.

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

Continuing Education continues to collaborate with the local tribal communities and has repeatedly been asked to present or showcase some of the work that we are doing including the Native Youth Pathways Development Program, general college preparation, career readiness, as well as with serving as advocates of community-based education.

At the beginning of August, the Continuing Education Manager participated in the Indian Boarding Schools Curriculum Development Institute which was held at Dickinson College in Carlisle Pennsylvania. During this time, Ms. Romero was able to access the Carlisle Indian Industrial School archives and visit the Carlisle barracks to tour the campus. From there Ms. Romero developed three lessons for 9th-12th (which can also be modified for adult learners) on the historical implications of Indian Education at Carlisle as well as the ongoing historical trauma seen today amongst survivors who attended places like Carlisle.

Another ongoing community project, The Red Shawl Solidarity Project, also completed with filming and will be showcased to the campus on Wednesday, October 25, 2017. The Red Shawl Solidarity Project was co-developed with IAIA student Elizabeth Stahmer and Joannie Romero during the Spring of 2016. During this time, Ms. Stahmer & Ms. Romero collaborated to partner with outside organizations such as Tewa Women United and the Coalition to Stop Violence Against Native Women to bring aware about domestic and sexual violence in Indian Country. The film will be available on the Continuing Education webpage in November.

On October 19, 2017, Ms. Romero was invited to present to two different groups of students at Bernalillo High School about Indian Boarding Schools and the push for culturally-responsive community and lifelong education as well as the efforts of the Continuing Education Program. Ms. Romero received great feedback and the students are interested in having the Native Youth Pathways Development Program at Bernalillo High School as well.

E. Develop student leadership skills

Percentage complete 100%

Continuing Education

Project: Provide a training class for IAIA students in how to teach a Continuing Education course

There are no new activities to report.

Strategic Theme III: Build College Community

I.   Grow and maximize resources for college programs
Percentage complete 100%

Sponsored Programs

Project: Identify potential external funding

The Project Narrative, Budget Narrative, Budget, and additional forms were completed by Lara Evans and myself for submission to the Margaret A. Cargill Philanthropies (MACP) for the next 3 year grant for $1,500.000. Once accepted, the new grant year would begin January 1, 2018.

The proposal to the USDA Rural Development Tribal College program requesting $129,000 for fitness equipment for the new Multipurpose Performing Arts and Fitness Center was **awarded** for $140,196. The additional forms for the award were completed, and JoAnn Bishop has begun purchasing the equipment.

A proposal for $5,000 was written and submitted to AICF for the LGBT Student Project Grant. With the guidance of Dean Henan, several of the students developed a plan for the first annual IAIA Pride Week. The goal of IAIA Pride Week is to bring people together to celebrate the achievements of the Native American LGBT community, remember our history, and raise awareness of the work that still needs to be completed.

A proposal for $47,520 was written and submitted to AIHEC for the TCU Behavioral Health Research Network project. The proposal will allow Steve Wall, Natascha Holmes, and two students to conduct behavioral health research and develop new courses within the ILS department. The proposal was **awarded** for $48,000.

A proposal was written and submitted to the Fulbright Scholar-in-Residence program. IAIA is requesting funding to bring Mr. Carlos Gordillo Munoz from La Universidad Intercultural Del Estado De Mexico (UIEM) to IAIA for one academic year. Mr. Munoz is a photography faculty member at UIEM, and he would co-teach several classes at IAIA, attend the AIHEC conference, and have an exhibit of his work while helping IAIA strengthen our academic program and exchanging knowledge of Indigenous cultures.

The final Capital Project Transmittal sheets and attachments for the $2.0 mil GO Bond were completed and submitted to the NM Higher Education Department. The project was approved by the voters in Nov 2016 and was heard at the NMHED Capital Outlay hearing.

The monthly Capital Project Monitoring System Reports for the open Capital Appropriation from the State of New Mexico was completed.

IAIA has agreed to be the fiscal sponsor for a grant from the William Wiener Foundation for Joe Carlson, an MFA student. The student is creating a film on the Bears Ears monument. Mr. Carlson will also be looking for additional funding for the film.

The Institutional Advancement department invited me to speak to three prospective Foundation Board members. I was able to give them some insight into the grants that have been received and the grant process.

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

Percentage complete 100%

<u>Sponsored Programs</u>

There are no new activities to report.

Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date
I. Improve Student Success B. Increase enrollment; improve retention and completion	Increase the number of IAIA students and members of the outside community that enroll in Continuing Education courses and workshops.	Supervise the CE Manager.	The number of students that enroll in CE courses and workshops will increase from FY17.	No additional budget considerations.	Dissemination of CE courses and Workshop information within IAIA and to the local Tribal Communities.	Increase the number of IAIA students and outside community members that enroll for CE.	9/30/18
E. Develop student leadership skills	Provide a path for all faculty to assist students with leadership skills.	Provide the Ruby Payne "Framework for Understanding Poverty" training for all faculty.	Faculty will incorporate the training into their student interactions and their classes.	$ 3,000 for certification training for Joannie Romero $2,000 for workbooks for faculty. Will use the funds that are generated from CE courses.	The training opportunity will be presented to the Faculty Council.	2-3 training sessions will be provided for the faculty.	9/30/18

III. Build College Community I. Grow and maximize resources for college programs	Use the 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.	9/30/18

To: Dr. Robert Martin
From: Charlene Carr
Date: October 20, 2017
Subject: Quarterly Board Report

Strategic Theme 1: Improve Student Success
<u>1.5 Develop student leadership skills</u>

Project Narrative: Food is an essential resource needed to sustain people, unfortunately food production has often damaged the health of the earth, a loss of agricultural practices and/or a general loss of connectedness to the land has occurred. In an effort to increase food sovereignty and sustainability through environmentally conscious manner, the Director will integrate the Research and EcoAmbassador's program into IAIA academics by developing a LIBS 121 Internship course. The course will allow students to earn college credit for their research and credited towards the ILS degree program. The proposed Program would accomplish this through agriculturally related research opportunities for IAIA students, exposing them to research careers where their liberal arts education can be combined with applied science, broadening their interests in graduate school, and provide a service towards the agricultural needs of the local New Mexico Pueblo and Tribal Communities.

1. *EPA Tribal EcoAmbassador's Grant*: The Director recruited a total of four students for the research internship program in which students will gain experience and knowledge in research design and methodology. Summer students, Mia Olsen and Kyle Kootswatewa have continued into the Fall 2017 semester; students Ivan Bennett and Joshua Dixon are newly recruited research students for the Fall 2017 semester. Students receive training on the scientific method, experimental design, work safety orientation, how to write a research paper, develop a poster, and provide an oral presentation. Mia Olsen is studying "Companion Planting for Watermelon (*Citrullus lanatus*) and Melon (*Cucumis melo*)". Kyle Kootswatewa is studying the development of "Plant inventory guidelines for IAIA: Emphasis on utilitarian plants. Ivan Bennett is studying "Desert Composting: Using the Hot Compost Method". Joshua Dixon is studying "The Interdependent Relationship between Juniper Trees and Piñon Saplings." Students will complete their program in December 2017. (Percentage Complete: 75%)

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

5.1   <u>Communicate IAIA's role as a Land Grant institution</u>
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.

1. *Standing Land Grant Advisory Committee Meetings*: The committee met on 9/29/17 to continue strategic action planning to review strategic initiative projects and prioritize projects for 5.5 - Provide training and support for New Mexico Native and Tribally-owned small agricultural businesses. The members also reviewed the current needs assessment and the Director will continue to collect data. The Director also presented the new quick link to engage producers on the IAIA website. The quick link was created by the Director and Jason Ordaz: www.iaia.edu/lg-request and will allow producers to submit request for assistance on the main IAIA website. The Director also presented Building Tribal Relationships strategic institutional projects to the Land Grant committee members. (Please refer to 5.1 project number 3. Building Tribal Relations with New Mexico Communities for further details about the activities of the Tribal relations focus group.) Committee members provided input on the project plan A and prioritized projects (developed by the Tribal relations group). The next meeting will start in January 2018 and in between meetings members will evaluate needs assessment results. (Percentage Complete: 85%)

2. *Strategic planning to build relationships between 1994s and 1862s with USDA NIFA cooperating*. NMSU representatives Patrick Torres, Northern District Director; Dr. Flores, Dean of CACES; and Edmund Gomez, Director of RAIPAP met with Dr. Robert Martin and the Director on August 7, 2017 to further discuss collaboration. The Director in cooperation with Edmund Gomez, NMSU will reach out to the other New Mexico 1994s (SIPI and Dine College) to build capacity in the areas of education, research and outreach. (Percentage Complete: 65%)

3. *Building Tribal Relations with New Mexico Communities*: The Tribal Relations group was established with the support of Dr. Robert Martin, to increase engagement and support for IAIA among New Mexico's Native communities and their members. Members of the group are representative of IAIA faculty, staff, students, and tribal members from NM's tribal communities. The Director collected strategic projects suggested for each of the strategic initiatives: Education, IAIA Outreach, Tribal Engagement, Marketing, Recruitment, and Alumni Relations. Data was collected and complied into a cohesive institutional document to discuss during the second meeting. The group met for the second meeting on September 25, 2017 and the Director facilitated the discussion. The group added further action steps to existing projects and emphasized the need to complete a Tribal needs assessment to align the IAIA focus group's goals with that of the Tribal communities. A draft of strategic initiative projects has been completed and is from the perspective of students, staff, faculty, and cabinet

members at institutional level. The Director has the support of the President to continue with the development of a second plan for strategic initiative projects from the perspective of local tribal stakeholders. The second phase will involve seeking permission to coordinate a listening session and strategic planning workshops among local Pueblo, Navajo and Apache communities. Once the second plan of Tribal strategic initiative projects have been collected the Director will align both strategic plans for a cohesive aligned plan. The strategic plans will be proposed to the President's Cabinet and incorporated into their work plans as an institutional wide effort to promote connections with the local tribal communities. (Percentage Complete: 60%)

4. The Director serves on the FALCON Board and is a council member on the Western Extension Risk Management Education Center (ERMC). The Director has participated on the planning committee for November 4-6, 2017 FALCON conference with NIFA- USDA and sister 1994 land grant institutions. The Director also serves as a council member on the Western ERMC. The Director attended the Advisory Council meeting on August 22-23, 2017 to review the deliberation process of the upcoming RFA and will be reviewing proposals between November and December 2017. One of the main responsibilities of the Council is to review proposals regarding risk management to promote risk management education for farmers and ranchers. (Percentage Complete: 70%)

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.

1. *New Mexico Beginning Farmer and Rancher Program 2016-2017*: IAIA in cooperation with NMSU provides the New Mexico's Pueblo beginning farmers and ranchers (BFR's) outreach programming through educational and technical assistance to meet the individual production, marketing and financing needs of Native American BFR's. The Director has provided one-on-one technical assistance, workshops, and trainings in coordination with NMSU agents. Outreach efforts will also include coordinating conferences, tours and on-farm demonstrations; planning of an All Pueblo Agricultural conference is tentatively scheduled for February 2018. Producers gain skills and knowledge to develop their management, production practices and marketing strategies for their farms and ranches. Recent subject matter of presentations include: alfalfa production, equine care, and USDA programs (FSA, NASS, and NRCS) in addition to previous workshops (record keeping workshops; 60 soil samples

completed for participants; intro to soils, soil collection and interpretation, soil health, pest control, native beef marketing, seed saving, irrigation updates, grasshopper control, raised bed warm season production, rodent control, and beef quality assurance). Over 603 constituents have participated in the above mentioned events. A Bull Management and Developing a Business Plan (presented by Ellen Shapiro, IAIA Business Coordinator) is scheduled for November 17, 2017. (Percentage Complete: 60%)

5.3   Provide programming to Native youth

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

1. *Santa Fe Indian School Assistance*: The Director coordinated with Matt Pecos to provide a cool season workshop with the SFIS Agriscience class on September 6, 2017 for a total of 14 students. Gardner Teresa Quintana presented "planning for cool season production" followed by a hands-on demonstration of a how to plant and transplant cool season plants.

2. The Director will continue to seek external resources (USDA grants and partnerships) to build staff capacity to develop 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.

1. *IAIA Food Days*: The Director and Fitness Director planned the third annual IAIA Food Day for October 25, 2017. Activities include community outreach and collection of food items for the Food Depot. Activities will also include education booths, pumpkin carving and a free community lunch sponsored by Student Life. (Percentage complete: 90%)

2. *Community Garden Group*: Recruited fall community gardeners are utilizing the raised beds in the garden. The gardeners are working with Teresa Quintana, Gardener, and have gained small back-yard gardening knowledge, hands-on instruction and are preparing seedlings for cool season planting. (Percentage Complete: 75%)

3. *IAIA Wellness Cou*ncil: The Director is part of the Wellness Council; established to increase employee engagement in and promote responsibility for their own health. The council coordinate a Biometric Screening on September 29, 2017 in cooperation with Cigna. This was to promote IAIA employees in taking responsibility to get their an annual biometric screening. The council also met on October 18, 2017 to plan for a winter challenge walk and a hike. (Percentage Complete: 60%)

4. The Director will continue to seek external resources (USDA grants and partnerships) to build staff capacity and develop 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 sessions with input from the Land Grant Advisory Committee. The Director also provides opportunities to access USDA programs and provides technical assistance with USDA application processes. The program targets agricultural producers and programs who wish to gain knowledge in an effort to make decision making strategies for their farm/ranch operations and/or tribal agricultural programs.

1. *Land Grant Advisory Committee Focuses on 5.5 Land Grant Priority:* The Land Grant Advisory Committee prioritized the Land Grant strategic themes to focus on 5.5 Provide training and support for New Mexico Native and Tribally-owned small agricultural businesses. The committee has identified six areas under 5.5: Marketing, Education, Assessments, Community, Financial/Budgets, and Policy Education. The committee also developed projects under each strategic initiative in which they prioritized and have provided input to focus on developing a Tribal needs assessment and collecting data. The Director will has tentatively scheduled the next meeting for January 2018; between meetings the Director will work with committee to review the assessment data. (Percentage Complete: 85%)

2. *Tribal Needs Assessments*: The Director will utilize the previously developed needs assessment to identify resources needed to start or maintain operations and access water and land; identified communication gaps between USDA programs and stakeholders; and identified educational and technical assistance needed to gain knowledge and skills. Preliminary responses indicate that a lack of financial stability (to start or maintain operations), lack of business education, low interest level of large production operations, and lack of interaction and/or knowledge of USDA programs contribute to low participation. The Director will utilize data in discussion with the Land Grant advisory committee to develop 5.5 action planning. (Percentage Complete: 75%)

3. The Director will continue to seek external resources (USDA grants and partnerships) to build staff

capacity and develop the small agricultural business programs.

END REPORT

Institutional Priority: 5 Expand Capacity as a 1994 Land Grant Institution	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Considerations	Deliverable(s)	Expected Completion Date: Quarter 1 (Jan – March) – Q1 Quarter 2 (April – June) – Q2 Quarter 3 (July – Sept) – Q3 Quarter 4 (Oct – Dec) – Q4
Communicate IAIA's role as a Land Grant institution.	1. Land Grant Advisory Committee will provide input for institutional priority: 5 Expand Capacity as a 1994 Land Grant Institution. 2. Strengthen ties between LG program & IAIA in general. 3. Strengthen ties between New Mexico tribal communities. 4. Strengthen ties between New Mexico sister land grant institutions.	1. Advisory Committee will assist the Director with developing strategic initiative action plans. 2. Develop or collaborate equity, faculty and staff with LG initiatives. 3. Facilitate and lead the Tribal Relations Group through strategic initiative action planning. 4. Coordinate state meetings with NM sister LG institutions and strengthen partnerships to build education, outreach and research programs.	1. The Director with input from committee members will have developed an action plan each of the strategic initiatives under # 5 institutional priority. 2. Students are eligible to receive credit for the research internship. 3. Tribal needs are aligned with institutional goals. 4. NM LG institutions partner with each other and continue to build their capacities.	1. Estimate: Advisory members are on volunteer basis; they provide in-kind input. 2. Estimate: $16,000 for work-study students and developing the course. 3. Estimate: $1000 for Director's travel to meet with Tribes. 4. Estimate: $1000 for travel and meeting space.	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 academics faculty. 3. Meetings with NM Tribal leaders and tribal members. 4. Meetings with NMSU, SIPI, Dine', and Navajo Tech.	1. Developed an action plan for strategic initiative 5.5 provide Tribally-owned small agricultural businesses programs. 2. Develop the research internship academic course. 3. Complete the tribal needs assessment to align Tribal goals with institutional goals. 4. Develop a NM action plan.	1. 2017 Q4 through 2018 Q4 2. 2017 Q4 through 2018 Q4 3. 2017 Q4 through 2018 Q2 4. 2017 Q4 through 2018 Q4

Promote and support agriculture and Natural Resources in New Mexico Native communities.	1. Coordinate with IAIA Facilities to develop energy efficiency improvements for greenhouse. 2. Provide educational and technical assistance to Pueblo beginning farmers and ranchers. 3. Establish greenhouse production and deliver to Bon Appetit. 4. Establish the greenhouse management short course. 5. Seek funding for general LG extension associate. 6. Expand demonstration garden into agricultural research center to include soil testing lab.	1. Collaborate with facilities to complete energy efficiency improvements. 2. Deliver workshops, trainings, and conferences to Pueblo farmers and ranchers; with a focus on small agricultural business. 3. Develop part-time gardener into full time position. 4. Provide greenhouse management short course. 5. Develop RFA proposals. 6. Develop a feasibility study for research center and soils lab.	1. Greenhouse is using solar and thermal energy. 2. Participants gain skills and knowledge for the farm/ranch operations. Measure participants' economic impacts. Advisory committee will provide input on programming and implantation. 3. Consistent delivery of produce is established to Bon Appetit. 4. Participants are receiving knowledge and CEU's. 5. A full time associate is hired. 6. Increase research and demonstration capacity of USDA gardens.	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: $300/participant to offer CEU's. 5. Estimate: $37,000 for full time LG extension associate. 6. Estimate: $50,000 planning grant.	1. Coordinate with Facilities. 2. Coordinate with 10 Southern and 8 Northern Pueblos. Seek input from advisory committee. 3. Coordinate with gardener, Bon Appetit, and research students. 4. Coordinate with Sponsored Programs and CE Manager. 5. Coordinate with Sponsored Programs. 6. Coordinate with Sponsored Programs and gardener.	1. Greenhouse is off IAIA grid. 2. Beginners will have increase skills and knowledge to make decision-making strategies. 3. Gardener position is full time. Produce is harvested on a weekly basis. Short course is offered as a CE course. 4. Participants receive CEU's for short course. 5. Funding is obtained for full time extension associated. 6. Feasibility study is completed for research center and soils lab.	1. 2017 Q4 through 2020 2. 2017 Q4 through 2020 3. 2017 Q4 through 2018 Q3 4. 2017 Q4 through 2018 Q4 5. 2017 Q4 through 2020 6. 2017 Q4 through 2020

Provide programming to Native youth	1. Develop research internship academic course. 2. Seek funding for a youth extension associate. 3. Expand youth program to include year round programs.	1. Develop curriculum for programs. Develop programs into for-credit internship course. 2. Develop a proposal for youth programming to fund associate. 3. Develop programs and implement.	1. Programs are intergraded in IAIA for-credit as an internship course. 2. A full time youth associate is hired. 3. Input gathered from advisory committee on programming and implantation.	1. $60,000 - $100,000 used for program and operational budgets. 2. Estimate: $37,000 for full time associate. 3. Estimate: $100,000 needs to be allocated towards annual youth program.	1. Collaborate Academics department. 2. Collaborate with Sponsored Programs. 3. Seek input from advisory committee. Coordinate with Sponsored Programs.	1. Students are eligible to receive credit for internship course. 2. Funding is obtained and an associate is hired. 3. Year round youth program is established.	1. 2017 Q4 through 2018 Q2 2. 2017 Q4 through 2020 3. 2017 Q4 through 2020
Improve and support the health and wellness of New Mexico Native communities	1. Develop annual Food Day event at IAIA. 2. Develop an on-campus community gardeners group. 3. Seek funding nutrition extension associate. 4. Develop health and wellness education programming.	1. Coordinate planning meetings with Fitness Director and IAIA community members. 2. Recruit participants and schedule meetings. 3. Develop RFA proposal. 4. Seek input from advisory committee.	1. Participants gain knowledge regarding food awareness. 2. Participants will have gained skills and knowledge. 3. Full time health/nutrition associate is hired. 4. Input gathered from advisory committee on programming and implantation.	1. Estimate: $1000 for educational materials. 2. Estimate: $1000 for materials for gardeners. 3. Estimate: $37,000 for full time associate. 4. Estimate: $100,000 needs to be allocated for the program.	1. Coordinate with Fitness Director and IAIA community members. 2. Coordinate with gardener and IAIA community members. 3. Coordinate with Sponsored Programs. 4. Seek input from advisory committee.	1. The 4rd Annual Food Day event will be scheduled and implemented. 2. Community garden group is established. 3. Full time extension associate is hired. 4. Year round nutrition program is established.	1. 2017 Q1 through 2018 Q4 2. 2017 Q4 through 2018 Q1 3. 2017 Q4 through 2020 4. 2017 Q4 through 2020

Provide training and support for New Mexico Native and Tribally-owned small agricultural businesses	1. Complete strategic initiative action plans for 5.4 2. Develop educational programming for NM tribal beginning farmers and ranchers focusing on small ag. business. 3. Seek funding for a small ag. business extension associate.	1. Complete action plan and implement plans. 2. Provide business related workshops, trainings, and offer Continuing Education courses. 3. Develop a RFA proposal.	1. Action plans for specific small ag. projects will be completed and implemented. 2. Participants will gain skills and knowledge to make decision making strategies for their farm/ranch operations. 3. Full time Small Agricultural Business associate is hired.	1. Estimate: $1000 for strategic planning with LG Advisory committee. 2. Estimate: $100,000 needs to be allocated for a small ag. business program. 3. Estimate: $37,000 for full time associate.	1. Coordinate with LG advisory committee members. 2. Coordinate with NM tribal farmers, ranchers. 3. Coordinate with Sponsored Programs.	1. Strategic action plans will be completed and implemented. 2. Participants completed workshops and gained CEUs. 3. Full time associate is hire.	1. 2017 Q4 through 2018 Q1 2. 2017 Q4 through 2018 Q4 3. 2017 Q4 through 2020

To: Dr. Robert Martin
From: Eric Davis
Date: October 20, 2017
Subj: Quarterly Board Report

Mission Objective 1: Improve Student Success

A.   Increase involvement of all IAIA Stakeholders in Student Success

Project: Whenever possible include expanded student representation in both on and off campus event execution and marketing activities. Access student internships with sponsored events.

Will expand student involvement in the Annual IAIA Music Fest. Last year, students held positions as organizers, stage crew, production assistants, performers, and other key roles. Will expand this in 2018. Will have numerous meetings with student volunteers, and match their skill set with assignments. Will continue to pursue internships for students with KSFR, SFIFF, AHA Festival, Ortega's on the Plaza, AMP concerts, Santa Fe Bandstand, Santa Fe Reporter, and others in conjunction with Karen Gomez, Career Advisor.

                % completed - 10%

Other: The IAIA 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 will

continue to expand the guest list with a more national focus, including high-profile guests such as Billy Mills, Daystar Rosalie Jones, Ty Defoe, Anne Hillerman, and LaDonna Harris. The monthly radio program on KVSF-FM has been discontinued.

% completed - 10%

B.   Increase enrollment

Project: Utilize paid advertising and social media to drive potential students to the redesigned IAIA Web site. Redesign recruitment/Branding (Dean Char) ad.

Will develop advertising plan and budget in conjunction with Admissions and Recruitment, targeting traditional and on-line media outlets relevant to potential students.

Will continue to increase IAIA's event and overall exposure on-line utilizing social media (primarily Facebook) and paid advertising. We intend to explore expanding into additional social media platforms this year, and are still investigating a variety of different campaigns. The current number of "likes" for our main Facebook page is over 19,300. Will strive to increase engagement with our audience through both the various pages (School, Bookstore, Alumni, Museum, Performing Arts) and event pages and postings.

% completed – 20%

Other: We are planning on recording testimonials for all of the degree programs for use on our website and social media. The MFA and Business programs have been completed. The next on the list is Stephen Wall and the ILS program.

% completed - 40%

E. Develop Student Leadership Skills

Will revise student involvement with Spring Concert event and other activities driven by MarCom department. Delegating key roles to students.

Project: Include students in planning and execution of MarCom activities.

Expand student involvement with Spring Concert event and other activities driven by MarCom department, with the goal of delegating key roles to students. 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. Will increase student involvement with the afore-mentioned radio show on KSFR. Will expand circulation of the on-campus newsletter and solicit more stories and ideas from students.

% completed – 10%

Other: Will continue to meet faculty and staff (and students) on an ad hoc basis, to discuss their needs from MarCom. Will continue to examine past activities to develop needs list and improvements to existing processes. Will expand webpages for numerous groups.   Will use best efforts to expand our presence and continue to develop consistency with our Facebook communications.

% completed - 20%

Other: The MarCom department will continue to participate in student activities such as film shoots, exhibition 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 administration, and shows an interest in their development. Our webmaster/social media specialist may continue teaching an IAIA photography class next semester.

% completed - 10%

Mission Objective 3: Build College Community

F. Implement an internal and external marketing and communications plan

Project: Develop plan after reviewing previous plans and determining effectiveness. External plan will be in conjunction with Admissions and Museum. Internal plan with revolve around regular email communications, website announcements, and Facebook exposure.

Will once again review past media and sponsorship investment/returns in order to prioritize Media Outlets and other channels for sharing information with the public --

especially potential students. The previous Strategic Marketing Plans will be reviewed and updated for 2017/2018.

% completed – 10%

Other: Develop Policy and Procedure Manuals.

The process to update the IAIA Style Guide is continuing. The Editorial Guide will become part of this new document. The new Style Guide will address approval procedures, logo usage, faculty/staff/student Facebook and other social media behaviors, etc. Will determine if we need outside contractor to complete this in a timely manner. Timeline is in the process of being developed.

% completed – 10%

Other: Will expand relationships with key external media personnel. Will meet with key area journalists to discuss IAIA and new strategies for stories and features.

% completed - 10%

Other: Expand and revise Media Lists.   The IAIA EMail List has gone from less than 5,000 contacts when I started 4 years ago, to almost 10,000 currently. Our new website has provided additional opportunities for consumers to join our mailing list.

% completed – 20%

Other: Will continue to collect copies of news stories and other examples of IAIA in various media for archival and other purposes.

% completed - 10%

G. Build a performing arts and fitness center

% completed - 100%

Mission Objective 4: Advance Contemporary Native Arts and Culture

F. Strengthen the connection between the College, its Museum, and the larger Santa Fe Community

Project: Consistent communication to public utilizing full name of museum: IAIA Museum of Contemporary Native Arts.

All Museum-developed communications pieces will continue to be reviewed by MarCom department to insure consistent messaging. KSFR radio shows and appropriate advertising efforts will continue to reinforce connection between school and museum. Monthly newsletter will expand coverage of museum exhibitions and events. A joint school/museum advertisement has been developed, and will continue to be utilized in many of the programs for events that IAIA sponsors.

% completed - 15%

Other: Continue to utilize Event Sponsorship to strengthen IAIA's connection to the community. We have continued our promotional partnerships with Santa Fe Bandstand, Santa Fe Independent Film Festival, and the AHA Festival of Progressive Arts, which have added to our local visibility. Will continue to expand the program as the MarCom budget will allow. Have recently begun to strengthen our ties to SWAIA, MIAC, and other institutions through sponsorship and joint collaborative programs.

% completed - 20%

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

A.   Expand communication regarding IAIA's role as a 1994 Land Grant Institution

Will continue to revise and expand Land Grant information on Website and social media.

% completed - 10%

Project: Will continue to examine developing Feature Stories for media. Will continue to issue press releases as appropriate.

% completed - 10%

Institute of American Indian Arts
Plan 2017
2015-2016 Annual Work Plan
Responsible Unit or Individual: **Marketing Communications**   Date: **February 2, 2015**

Institutional Priority *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.*	*Project Description* *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.*	*Action Step(s)* *Provide a specific statement about what exactly you will be doing. There may be multiple action steps for each project.*	*Effectiveness Measure(s)* *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*	*Budget Considerations* *What resources are required to make the project a reality? To sustain it?*	*Communication Consideration* *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?*	*Deliverable(s)* *At the end of the project, what items will you produce (e.g., a report, process, publication, etc.)?*	*Expected Completion Date* *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.A. Increase involvement of all IAIA Stakeholders in Student Success	Whever possible include greater numbers of student representation in both on and off campus event execution and marketing activities. Access additional student internships with IAIA--sponsored events.	Increase student involvement with 2017 Spring Music Festival as organizers, crew, and other key roles. Involve Student Activities Department with event.	Success of event. Sudent surveys.	Budget in place. Event to be produced in conjunction with Student Activities Department. Students will act as volunteers/interns.	This will happen on an ad hoc basis.	Event-reports and wrap-ups.	Sept. 30, 2018
I.B. Increase enrollment	Expand paid advertising (including additional on-line expenditures) and social media to drive potential students to the IAIA Web site. Redesign recruitment/branding (Dean Char) ad.	Develop advertising plan and budget in conjunction with Admissions and Recruitment. Target traditional and on-line media outlets relevant to potential students. Provide additional exposure via social	Website analytics will note where inquiry originated. Increased inquiries for Recruitment from web. Student surveys.	Advertising budget in place throughout various departments. Still 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, 2018

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Institutional Priority	*Project Description*	*Action Step(s)*	*Effectiveness Measure(s)*	*Budget Considerations*	*Communication Consideration*	*Deliverable(s)*	*Expected Completion Date*
I.E. Develop Student Leadership Skills	Include increased number of 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 plannning process.	Some money for the event is in my budget. Student Activities will provide additional Funding.	All event notifications to be shared with IAIA community.	A sussessful music festival that may be repeated next year.	April 21, 2018, Concert Event
III.F. Implement an internal and external marketing and communications plan	Develop plan after reviewing previous plans and determining effectiveness. Extenal plan will be in conjunction with Admissions and Museum. Internal plan with revolve around regular email communications, website announcements, and Facebook expsoure.	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. Increaed out-of-area attendees at Musuem. 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, 2018. Execution will run through September 30, 2018.

Institute of American Indian Arts
Plan 2017
2015-2016 Annual Work Plan
Responsible Unit or Individual: **Marketing Communications**   Date: **February 2, 2015**

Institutional Priority	Project Description	Action Step(s)	Effectiveness Measure(s)	Budget Considerations	Communication Consideration	Deliverable(s)	Expected Completion Date
III.G. Build a performaing arts and fitness center	Construction completed for the most part. Dedication on November 6, 2017.	Determine best production activities for events. Execute fundraisers and student informational events once the building is open and operational.	Increased IAIA and Community use of building.	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 buuilding through sponsorhsip of community events.	Sept. 30, 2018
IV. F Strengthen the conncection between the College, its Musuem, and the larger Santa Fe Community	Consistent communication to the public utilizing full name of musuem: IAIA Museum of Contemporary Native Arts.	Continue to set regular meeting with Musuem Management to make sure all communications are consistent. Develop joint programs and integration of existing activities.	The use of the full musuem name in any and all communicatiuons.	Musuem has revised sigange. Joint events will be budgeted on an ad hoc basis. Joint Museum/School ad is being used where appropriate.	Reports to the President and Cabinet.	Consistent presentation of Museum and School as one entity.	Sept. 30, 2018
V.A. Communicate IAIA's role as a 1994 Land Grant Institution	Develop revised 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. 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 staus.	Sept. 30, 2018

2017-18 ASG Semester Report

We began our term by attending the Associated Student Government Association (ASGA) conference in Boston the first weekend in August. ASGA is a student government leadership conference. IAIA has been active in the ASGA and is the only TCU representative in the association. After returning from ASGA, we immediately began creating "IAIA Family Pride" events.

These events have been designed to create a family atmosphere here on campus, with the intent of creating inclusivity and fun filled activities to foster friendship and lasting relationships between students and faculty. All the events have been well attended by students and faculty alike. We hope to continue creating events which will create positive experiences and memories for our IAIA community.

Even though we have experienced some setbacks, with the unexpected resignation of 3 of our officers, the ASG President and Vice President have been and remain committed to our positions. We feel fortunate and blessed to have the addition of 3 more women to our cabinet, Lorenza E. Marcais as Treasurer, Paige Hannan as Public Relations and Elleh Driscoll as Recording Secretary. Each of our new members comes with great interpersonal skills, knowledge and are eager learners. They have graciously stepped into the positions and have hit the ground running!

So far:

Orientation Completion Party- we wanted to honor the students who finished Summer Bridge and Orientation week with a party that had a DJ, Dunk Tank, Sno Cones, Pool tournament, and sidewalk chalk art. Led by Pres Tiffany Adams, VP Elizabeth Kianu Stahmer, Secretary Jesse Short Bull.

Welcome Back Party with Alumni speakers, intended to bring returning and new students together with Alumni to share their success stories and motivation being successful students. Led by Pres Tiffany Adams, VP Elizabeth Kianu Stahmer, Secretary Jesse Short Bull.

Dartmouth Welcome Party, intended to bring the IAIA community together with the visiting Dartmouth students. We had a DJ, barbeque with master griller Larry Mirabal, pool tournament, and live spray painting art. Led by ASG Pres Tiffany Adams, VP Elizabeth Kianu Stahmer, Secretary Jesse Short Bull.

Student Representative Campaign, to reinvigorate student involvement in ASG. Students made public speeches, created campaign posters; 8 positions were filled.

Team Building Fun Night, intended to support community cohesion, team building, getting to know one another, have hot dogs, veggie dogs, and gather anonymous Open Forum topics. Led by PR Officer Paige Hannan, VP Elizabeth Kianu Stahmer

ASG sponsored events:

Art Rush, ILSSO Fry Bread sale

Up coming:

MAKE Santa Fe Q & A- interdepartmental sponsorship by ASG, Institutional Advancement, Alumni Relations, Student Life, and Academics. To bring awareness about shared resource space currently available and coming affordable housing in an Artists Residential Community. Led by VP Elizabeth Kianu Stahmer.

Halloween Harvest Dance- DJ, food, games, dancing. Co-coordinated by all ASG Officers, Club volunteers for set-up, games, costume contest, and clean-up coordinated by Secretary Elleh Driscoll.

Halloween Family Housing Party- costume contest, games, treats, for families and children of the IAIA community.

Student Representative Retreat at the Ghost Ranch in Abiquiu- for team building and cohesion, hiking, horseback riding, team building activities, and ASGA student leadership skype.

Gregg Deal- guest scholar and artist, activities will include performing arts, live painting, lecture, and student engagement.

Sweetheart Dance- Formal dance with DJ for Valentine's Day with plans to include alumni, SIPI and Navajo Tech. We plan to incorporate fun dances such as a ball dance and the potato dance into the evening.

ASG supported- Red Shawl Solidarity Project 2 day workshop