

SCHOOL FOR ADVANCED RESEARCH
Board of Directors - Semi Annual Board Meeting
February 25, 2017

MINUTES

IN ATTENDANCE

Lynne Withey, Chair
Dorothy Bracey, Vice Chair
Don Brenneis
John Camp
Joe Colvin
Wes Cowan
Susan Foote, Vice Chair
Don Lamm
Meg Lamme
Doug Nelson
Marcus Randolph
Julie Rivers
Elizabeth Roghair

NOT IN ATTENDANCE

Nancy Bern
Tim Evans
Angela Gonzales

STAFF

Michael Brown, President
Lindsay Archuleta, Donor Relations Mgr.
Suzanne Grayson, Exec. Asst. to the
President
Paul Ryer, Director of Scholar Programs
Carol Sandoval, Personnel Director
Laura Sullivan, Dir. of Development
Sharon Tison, VP Finance and Admin.
Brian Vallo, Director, IARC

Guests:

Jim Robins
Gregory A. Smith

Welcome

Lynne Withey asked the staff to introduce themselves and thanked Marcus Randolph and Lee Caldwell for underwriting the new board chairs.

Roll Call

Suzanne Grayson called the roll and determined that a quorum was present.

Approve Agenda

The Board approved the agenda with no changes.

Approval of Consent Agenda

Lynne Withey asked if anyone wanted to move any items from the consent agenda to the full agenda. With no changes, Lynne asked for a motion to approve the consent agenda as presented. Motion carried. The consent agenda includes:

- Approval of Minutes of August 6, 2016 Meeting
- Approval of 2017 J.I. Staley Prize
- Audit Committee Report
- Development Committee Report
- Governance Committee
- I. Board Committee Changes

- II. Election of Honorary Director
- III. Adoption of a Board Policy – Performance Evaluation of the President
- IV. Ratification of Finance and Audit Charters
- Physical Plant Accomplishments

Report from the President

Michael Brown reported that fundraising and membership income is up from last year. Facility rental income for 2018 is anticipated to be close to \$20K. The NXT development software over the past 6 months has proved to be a valuable investment. Michael renegotiated the Vera Campbell scholarship as a seminar model. Michael stated that campus and safety improvements will begin this summer. Michael stated the board and President's Circle events have continued to be very successful, especially the Mayan themed Holiday Party. Michael thanked development for the enormous press coverage and social media hits. He stated that the board will be able to preview a beta version of the new SAR website this spring. Michael stated that the field trips, while enjoyable, are a lot of work and logistically challenging. There is a consensus to re-examine the field trips' uniqueness with the help from a sub-committee of the board.

Michael stated that SAR held a planning exercise in December as a strategy session for the Campus Master Plan. Michael suggested SAR pursue an annual named lecture series with a marquee speaker. Michael read an email from Eric Dobkin which suggested that SAR tap into more relevant, progressive causes. There was a discussion about how to engage the scholarly community with the general public and cited several scholars including David Edwards, Steven Feld, Robert Canfield, Tom Friedman and Paul Farmer. There was a discussion on how to collaborate with the Lannan Foundation. Michael encouraged the board to continue to network and introduce people to SAR. There was a suggestion to proactively reach out to corporations nationwide to engage them for lectures and seminars; such as IKEA.

Report from Finance Committee

Doug Nelson stated that the finance committee has been refocusing the investment policy and liquid assets. The transition will be completed over the next 18 months. Doug passed the floor to Sharon Tison who asked for input and reminded the board that SAR's budgeting process allows money raised this year to be used next fiscal year. The budget report in the packet includes some unexpected expenses, such as \$9K in staff recruitment costs. The balance sheet shows minimal liabilities and virtually no debt. Investments are ahead of budget and the income statement shows anticipated surplus of \$134K for FY2017. Sharon clarified that the Doug Schwartz program will be eliminated in 2018 with no significant expenses. There were questions about the investment portfolio, which Sharon replied are now being handled by REDW, moved from Morgan Stanley. Marcus Randolph stated that the hedge funds, which are being liquidated, is being reinvested into mutual funds, which are more transparent and added there is approximately \$5M in hedge funds left to liquidate. Sharon briefly noted that there are related expenses not yet reflected in the gifts and grants, pledge payments and SAR classes and field trip totals. There was a question about whether SAR can move restricted funds to unrestricted. Sharon stated that research into the history on restricted funds is ongoing. Doug Nelson stated that the three major Finance Committee projects over the next 8-18 months include finishing the transition of the overall investment plan; create an economic model of where SAR is headed over next 10 - 30 -50 years and appoint three trustees to examine the current TIAA Retirement Plan and related fiduciary liability issues.

Doug Nelson announced that the Finance committee had engaged CAPTRUST Financial Advisors and will be hiring a 3(38) investment advisor to work with TIAA. Doug explained the difference between “pool plans” versus “self-directed” plans. Doug Nelson stated that there needs to be a motion to approve the formation of a board subcommittee to oversee SAR’s retirement plan with TIAA.

MOTION: Grant the Finance Committee the authority to appoint a group of three trustees to administer and review the 403(b) plan with the requirement that one of these trustees be an active board member. Seconded by Susan Foote and passed unanimously.

Lynne Withey thanked the Finance committee for all their hard work.

AAA Committee Action items

Don Brenneis introduced Brian Vallo. Brian reviewed the list of accession items recommended for approval.

TIN.2016-3-1 Zuni Water Jar

TIN.2016-5-1A-G Hopi woman’s wedding ensemble (nearly complete)

TIN.2016-6-(1-20) Ceramic bowls, jars, vases, rattle; basketry plaques, jar; drum; textile (rug)

TIN.2016-7-(1-2) Two paintings by Lomayumtewa Ishii

TIN.2016-8-(1-2) Two Polishing stones

TIN.2017-1-1AB Miniature basket with lid by Carol Emarthle-Douglas

MOTION: Accept the AAA committee recommendation that SAR accepts these items into the collection. Seconded by Wes Cowan. Motion carried.

Brian Vallo explained that collection storage is at capacity and explained how pursuing off-site, climate-controlled storage has staff and geographical implications. Furthermore, de-accessioning is not an option. There was a suggestion to create a rationale for collecting, which Brian replied is outlined in the collections management policy. In addition, Brian explained how consideration is given to expanding upon the scope of the original collection from the Indian Arts fund, as well as the artist fellows’ work and furthering the collection as it relates to the history of the tribes. Don Brenneis thanked the AAA committee and stated that Paul Ryer, Director of Scholar Programs, will join the meeting later today.

Report from Development Committee and "Workshop: Telling Your SAR Story"

Julie Rivers thanked the development committee, Laura Sullivan and Lindsay Archuleta for all their hard work. She invited all board members to join the monthly development meetings. The schedule is on the board webpage. Julie reviewed the SAR theme for 2018 -- “Impact SAR”. There will be a report of SAR’s impact at the August board meeting. Julie noted the *Case for Support* is included in the board packet. She highlighted several documents including foundations for consideration, the annual report, development goals, the President’s Circle calendar and spoke about the 110th Anniversary.

Julie Rivers passed the floor to Laura Sullivan, who summarized the development report. She stated that SAR is about \$400K below goal, adding that SAR can realistically raise another \$200K during this fiscal year. Lindsay Archuleta clarified that that \$400K is in unrestricted funds. There

was a question about how we are stewarding former board members, which Laura replied remains a challenge; it will take about 5 years to re-build these relationships. Laura Sullivan shared an interview with Steve Feld from the SAR website. There was a suggestion to have a salon with Steve Feld or Mickey Hart. There was a discussion about the theme of "Impact SAR" and suggestions on how to market our brand through strategic partnerships.

Meg Lamme stated that she has been working with the development committee to create today's marketing and PR workshop to examine SAR's story, values, the three "pillars" and how to convey a united message about SAR. During the session, several questions were raised, including questions about the purpose and scope of the scholar program, whether to integrate SAR's "pillars", or celebrate their independence, SAR's audience, the role of SAR in convening brain power, how to differentiate SAR from other organizations, how to utilize the unrestricted funds, what is the impact of the education aspect of SAR, and whether the scholars should focus around one major theme annually. Michael Brown mentioned two arguments against restricting the scholars' theme, including financial restraints and avoiding the creation of an echo-chamber. There were suggestions about how to make more bundled, cohesive scholarship programs with a greater impact. Michael commented that SAR could centralize all programs (scholar programs, membership outreach, and research) around a central theme. Lynne Withey suggested SAR form a subcommittee to continue this discussion for three objectives; explore a higher level of coherence for SAR programs, sharpen the focus of the institution and create a message about how SAR is known for big ideas.

Report on Strategic Planning

Lynne Withey passed the floor to Michael Brown who explained the process by which staff refreshed the strategic plan during a planning session in December. They determined that SAR needs to focus on IARC, including expansion that can have cross campus benefits. He updated the board on the seven aspects of SAR's strategic plan, speaking briefly on the status of the master plan and RFQ, the success of the new adult classes, how SAR is exploring ways to integrate a scholarly component to IARC, and rethinking the summer scholar program. He informed the board that the upstairs apartment in the press building is being renovated into a scholar residence which will save \$1500/month on rent being paid to SAR's adjacent neighbor. There were questions about ADA compliance and whether SAR has plans for expanded housing. Michael closed by saying that he is willing to explore, with the board's input, the strong board sentiment about creating a more cohesive mission. He offered to form a sub-committee with staff and board to conceptualize a sharper focus for SAR for the board's input. There was a suggestion that SAR needs to strategize who we are and what we want to be before the master plan gets going. There was a suggestion to interrelate the education and scholar programs. Michael asked how can SAR be financially sustainable as well as grow and prosper. Elizabeth Roghair encouraged the board to attend the IARC speaker series beginning March 29, 2017. There was a suggestion to focus on the process of first defining what success looks like, considering collaboration and impact and determining what you need to do to be successful.

Chair's Wrap-up and Next Steps

Lynne Withey reiterated that management will build on strategic planning in advance of the August meeting and confirmed with Michael Brown that a draft for the board's review will be ready by May 1st. Lynne confirmed with Doug Nelson that the financial modeling and TIAA retirement plan skeleton will be ready by the May Finance committee and the TIAA retirement

plan ready by fall. Lynne confirmed with Sharon Tison that research on the restricted funds will be ready by March. Lynne confirmed with Laura Sullivan that she would form a subcommittee with Marcus Randolph and Susan Foote to strategize on international travel. Lynne Withey reviewed other points regarding more collaboration with corporations & foundations, including the Lannan Foundation. Lynne reiterated with Meg Lamme that the August meeting will have a component to continue the work on PR messaging. Lynne asked the board to complete their board meeting evaluation forms and return to Suzanne Grayson. She added that the IARC tour on Friday, as part of educating the board about SAR operations, was not well attended and asked for feedback on future activities for the board.

Executive Session

Chair Lynne Withey adjourned the meeting at 3:00p.m., and the Board went into Executive Session.



Suzanne Grayson, Assistant Board Secretary

August 7, 2017

Date