



**SAR**

**SCHOOL FOR ADVANCED RESEARCH**

**Board of Directors – Semi Annual Board Meeting**

**August 14-15, 2015**

**MINUTES**

**ATTENDING**

**BOARD**

Dorothy Bracey, Chair  
Wes Cowan  
Ben Crane  
Eric Dobkin  
Tim Evans  
Susan Foote  
Brian Foster  
Angela Gonzales  
Don Lamm  
Marcus Randolph  
Elizabeth Roghair

Carl Trinca  
James Trostle  
Steadman Upham  
Diane Vennema  
Lynne Withey

**STAFF**

Michael Brown, President  
Sharon Tison, VP Finance and  
Administration  
Lorraine Cleveland, Exec. Asst. to the  
President

*Jerry Henry, Presenter*  
*Alex Traube, Meeting Recorder*

**FRIDAY, AUGUST 14, 2015**

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Chair Dorothy Bracey called the meeting to order at 9:02 a.m. and welcomed the Board.

**ACTION ITEM**

*A motion by Susan Foote, seconded by Steadman Upham, to approve the agenda was unanimously approved.*

**ACTION ITEM**

*On a motion by Steadman Upham, seconded by Lynne Whithey, the minutes of February 27-28, 2015 and June 19, 2015 were unanimously approved, with no corrections.*

**NOMINATIONS/GOVERNANCE COMM. REPORT – STEADMAN UPHAM**

Steadman Upham nominated Marcus Randolph to the board and recommended his acceptance.

*A motion by Steadman Upham, seconded by Susan Foote, to elect Marcus Randolph to the board, was unanimously approved.*

**Dorothy Bracey Announced SAR Board Officers and Committee Chairs**

**Officers**

Dorothy Bracey, Chair  
Susan Foote, Vice-Chair  
Lynne Withey, Vice-Chair  
Steadman Upham, Treasurer  
Angela Gonzalez, Secretary  
Sharon Tison, Asst. Treasurer  
Lorraine Cleveland, Asst. Secretary

**Committee Chairs**

Lynne Withey, AAA  
Steadman Upham, Finance  
Tim Evans, Strategic Planning  
Elizabeth Roghair, Nominations/Governance  
Jack Ratliff, Audit  
Carl Trinca, Development

**ACTION ITEM**

*A motion by Steadman Upham, seconded by Susan Foote, to approve officers and chairs passed unanimously.*

**ACTION ITEM**

*A motion by Steadman Upham, seconded by Susan Foote, to approve ~~check~~ signing authority for Michael Brown, Sharon K. Tison, and Steadman Upham with Morgan Stanley, approve updated authorized signatures with Goldentree Offshore Fund, Ltd., and to approve updated signatures with Canyon Capital Advisor, LLC passed unanimously.*

**REPORT FROM FINANCE COMMITTEE – ERIC DOBKIN**

Eric Dobkin reported that there are no significant changes in FY16 Budget. He reported on the endowment and also mentioned that the Finance Committee decided on circulating updates each quarter as well as each month. His comments:

1. SAR's endowment is flat in terms of performance. Markets are volatile.
2. SAR should aim for a return of apx. 10% on its investments.
3. He advocates a tactical approach to market investments to increase income.
4. He recommends considering hiring an international growth stock manager. SAR now has \$4M in European stocks
5. The present goal of a 5.5% draw on the endowment is too high.
6. The draw on endowment makes up 50% of the SAR budget. That must change.
7. Complimented Finance Committee for their work over the past year.
8. For FY16 SAR projects a balanced budget for the first time in years.

Discussion: SAR is seen as a small organization. Linking up with a larger entity, a consortium, would generate much better returns, but those returns would be accompanied by greater risk. In order to make more money, SAR must be willing to accept *illiquidity*, something that is not seen as feasible at present. 70% of SAR's endowment falls into the *liquidity* category. A key question - is SAR where it wants to be *vis a vis* being risk averse? The way not to worry so much about the endowment, it was suggested, is to find different ways to raise income. SAR cannot continue to raid its rainy day fund to support operations. Bequests: 20% goes into operating expenses, 80% into endowment. Dorothy Bracey requested a review of this policy.

### **REPORT FROM THE PRESIDENT – MICHAEL BROWN**

- Dr. Brown thanked the board for its support over the past year.
- He reported 30% staff turnover in the past year, with three dismissals, five retirements and three layoffs.
- He advised that membership had an uptick, particularly with the President's Council. He said that the challenge is to retain these members. He also expressed a need to simplify membership system and thanked Susan Foote for her help in recruiting new President's Council members.
- He reported that the Field Trip program is on hold. He is considering outsourcing field trips. Access to field trips is a benefit of some membership levels.
- Big Issue is development and the search for Director of Development.
- Marketing and advertising have been successful. Staff is using analytics to find out who is coming to events.
- Rebuilding SAR's website is a priority, the objectives of which are having a higher profile with scholarly audiences, reaching a wider audience and wanting to have staff control access and content changes to the site. Wes Cowan suggested using Wordpress.com.
- Five Resident Scholars are coming to SAR this year.
- He reported that the budget is down more than \$500K, but that IARC is unaffected. On the other hand, the Scholar program was hit hard.
- He also reported on a new partnership with UNM Press. 25 % of SAR's book inventory has been transferred to UNM. Press staff is down from 5 FTE's to .75 FTE.
- IARC: There might be a possibility for Ralph T. Coe Foundation to occupy SAR Press building. Other monetizing uses of the building are being considered.
- Michael mentioned—there were comments throughout the meeting—that SAR remains below the radar in terms of public's knowledge, familiarity and interaction with its programs.
- He is working on a prospectus for using campus to earn money. This includes reaching out to colleges and universities for consider SAR for hosting winter study programs, conferences, etc. There was discussion of the possibility of having weddings at SAR, with the discussion peppered with cautionary notes. Dorothy Bracey asked Susan Foote to lead a taskforce to explore possibilities.

- Regarding potential location work for films, Sharon Tison expressed the need for information on what to charge. Other money earning possibilities were discussed, including having marquee speakers give public talks. Wes Cowan said that timely topics would be a draw. Susan Foote suggested that Michael Brown contact Lee Zoltoff regarding documentary films.
- Dr. Brown said that SAR has to make it known that it is open to various possibilities. In this context, there was discussion of whether SAR should get a federally approved overhead rate.

### **REPORT FROM AAA COMMITTEE – LYNNE WITHEY**

Lynne Withey reported on the AAA Committee reports, with Nicole Taylor reporting on the Scholar Programs and Brian Vallo on IARC.

Lynne reported on a pending grant to the Mellon Foundation (invited proposal) in support of SAR's fellows program. She also noted a renewal grant to NSF. She said that there was an increase in applicants for the Lannan Writing Grants

Staffing: Scholars Program has lost one FTE.

BrianVallo completed review of SAR's Zuni collections and will start working on the Acoma collections. In this work he is involving Native groups collaboratively with IARC, an innovative approach that is setting the standard for this kind of work. He is also working with National Museum of the American Indian for setting standards.

What comes next with publishing at SAR was a hot topic at AAA meeting. The committee's points of agreement:

1. Publishing advanced seminar books are not a good idea;
2. Books that connect to core focus are ones that have done best for SAR;
3. Specialized monographs have not done well, and there is a question whether SAR should do these at all.
4. There is sentiment that publishing should promote the work done at SAR.
5. SAR should publish works that have scholarly significance, with focus on impact rather than sales.
6. Sara Solis has accepted the position of Acquisitions Editor.
7. There was discussion of what to do with the large inventory of SAR Press books.
8. There was discussion of SAR Scholars acknowledging SAR in publications.
9. Nicole Taylor suggested creating an "Alumni Corner" on the SAR website.
10. There was mention of a reunion of SAR Scholars.
11. Four out of five winners at Native Treasures are former Dobkin or Dubin artists.

**ACTION ITEM:** *A motion by Stedman Upham, seconded by Carl Trinca, to acquire a watercolor by Dawn Dark Mountain, a former Dobkin Fellow, passed unanimously.*

**PRESENTATION: THE BOARD ROLE IN DEVELOPMENT – JERRY HENRY**

**Key Development Issue for Board:** How does SAR get extra dollars to deal with challenges?

**The Board's Role in Development**

- Strengthening the case for support
- Understanding its roles and responsibilities
- Defining specific actions or steps to be more successful in raising funds for SAR.

**Key Points Regarding the Board and Fundraising**

- Getting 100% of board to ask for money (rare).
- Those who don't like asking can engage in donor development.
- "Your board is your destiny"

**Responses of Board Members as to Why They Are Involved with SAR**

1. Sense of reciprocity (former Fellows)
2. Appreciation of scholars programs
3. Scholars
4. Leaders (Brown and Schwartz)
5. New intellectual horizons
6. Connection between scholarship and public programs for broader audience
7. Professional and social network.
8. Debt to community (Santa Fe)
9. Stewardship of Native American cultural heritage and historic properties
10. Transformational experience as scholars at SAR. (Translating those experiences in what board members say to others.)
11. Knowing your elevator speech (concise mission statement) in the context of a donor's perspective?
12. Bringing people to experience of SAR.
13. Transforming "suspects" to "prospects".
14. Demonstrating what the donation wills do/has done.

**Key Roles of board**

1. Approve the Mission of SAR
2. Engage day-to-day leadership of SAR
3. Ensure that SAR has the resources to actualize its mission

**Value of Board Members As Bridge Between SAR and the Community**

1. Board Duties in Fundraising
2. Identify top prospects, including former members
3. Cultivating and soliciting gifts

4. Attending events is a big boost of staff morale.

### **Necessary for Board Members Fundraising**

1. Having an understanding of mission and vision
2. Engaging in strategic planning
3. Presenting a case for support
4. Being an ambassador/advocate,

### **Components of Board Member's Fundraising "Tool Kit"**

- Concise info about what SAR does
- Knowledge of target audience
- Need for central people (Ambassadors) who bring others to the table
- Ability to talk about 3 or 4 things that are happening at SAR right now
- Inviting people to events at SAR. Site visits.
- Stories about SAR. Testimonials.
- Having handouts.
- Following up stewardship.
- Networking.
- PowerPoint presentation
- Address (email) capture
- Mobile friendly website.
- QRS scan.
- Fundraising that is donor centric
- Listening: understanding the people to whom SAR is trying to appeal.
- Understanding "silos of interest"?
- Increasing membership.

*"Don't be a talker; be a listener."*

### **Current Fundraising Trends**

- Largest sector of giving is by individuals.
- 2014 giving in the U.S. - \$358.38B
- 15% of giving is by foundations, but half of foundations are family foundations.
- 5% corporate giving, half of which is in-kind
- 5% of all giving goes to arts and culture, with education being biggest recipient
- Question regarding donor advisor funds. Substitute for small family foundations. It is a *de facto* outsourcing.
- Website: "Here are the ways to give to SAR."
- Large donations, especially Silicon Valley millionaires, are going to family foundations, with only a small percentage actually given away.
- Middleclass gives a higher percentage of their wealth than higher earning individuals.

- Results, outcome, impact are driving donations.
- Donors want to see a sustainable business plan
- Donors want to see documentation of success, vision of the future, and real needs.
- 80% of funding in NM is coming from out of state.
- Staff turnover is rampant.
- Technology playing an increasing role in fundraising.
- Print vs. electronic delivery of documents and reports.
- Stewardship issue: ask for a donation after SAR has explained what a previous donation has accomplished.
- Does SAR send targeted emails? Understanding “interest buckets.”

*How do you talk about needs without sounding needy?*

### **SAR’s audiences: Fundraising and Marketing Opportunities**

- Alumni
- SAR Press Customers
- Campus visitors
- Collectors
- History buffs
- Former donors
- Docents
- Organizations with complementary missions and interest
- Former scholars
- Friends of friends
- Mining industry
- Other museums
- History groups and other clubs or groups
- Developers
- Focused groups of visitors to Santa Fe
- Event planners
- Annual meetings of scholars
- Pueblos
- General public (small donors)

### **Constituents by the Numbers**

- Alumni: 1719
- Board: 24
- Former board members: 95
- Individuals: 1735
- Friends: 1087
- Corporations: 76
- Foundations: 118

*There is a perception that SAR is wealthy and does not care about small donors.*

### **Proposed Action Steps**

- Clean up SAR database
- Define goals by category
- Collect data with a plan for how it will be used
- Reach out to alums who might be ambassadors (known to the contact)
- Segregate list by age
- Conduct webinars
- Utilize Facebook and social media, including Linked In
- Approach assisted living centers
- Give talks at Rotary Club meetings
- Make contacts with realtor in order to reach new Santa Fe residents.

*SAR is really two organizations and constituencies: Scholars and Indian Arts.*

### **If SAR did not exist, what difference would it make in the world?**

- Field of anthropology would be very different.
- A unique place and sets of experiences would be lost.
- The study of Indian arts would lose a leader in the field.
- The history of New Mexico would be substantially depleted.
- The world would lose a significant place of learning.

### **Comments**

- Wes Cowan: Is SAR is changing from a pretty exclusive club into a more broad based organization? SAR is doing many things that a lot of people would be interested in. Wes referenced Aspen Institute in terms of institutional visibility.
- Michael Brown: Raised the question, how does SAR prioritize? What is its most important constituency? And he offered, “local” constituents are not just people who live in Santa Fe.
- Carl Trinca: SAR’s programming is passive. How, he asked, can SAR engage in more proactive events and programs?
- Marcus Randolph: Donations by board members are 4:1 to all other donations.
- Michael Brown: Is SAR a Southwestern institution or an institution in the Southwest? Can regional history be leveraged to discuss broader issues such as environment?
- Dorothy Bracey: Do we have to resolve this issue to be ready for development?
- Steadman Upham: The board needs to have a vision statement from Michael.
- Michael Brown: Mentioned St. John’s and summer courses as a model for SAR.



## **SATURDAY AUGUST 15, 2015**

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Chair Dorothy Bracey called the meeting to order at 9:02

Wes Cowan spoke about the Whitehawk Show of antique Indian artifacts that is opening Sunday, August 16 and spoke about informing people who are running the show of the collection at the IARC. Two full tours of people from the show are coming to view the collection at IARC.

### **DEVELOPMENT COMMITTEE REPORT – ELIZABETH ROGHAIR**

Elizabeth referred to the process of asset mapping of board members, their connections and affiliations. She referred to the situation of involving the former Director of Development and how the committee responded to it. She reported on following the model that Jerry Henry outlined in the February meeting. Her report is in the meeting packet.

Elizabeth presented a list of people who contributed to SAR and requested that board members send thank you notes to them. Carl suggested also sending an email thanking donors. Wes suggested using Constant Contact to survey donors as to their interests in SAR. There was discussion of levels of donations and how to portray and acknowledge them.

### **THE YEAR AHEAD: ACTION ITEMS**

- President will draft vision for SAR (within 90 days)
- Staff will work on database
- Staff will address rebuilding of website
- Levels of membership will be reviewed
- Staff and board will survey what peer organizations are doing.
- SAR will increase its use of social media
- There will be outreach to various constituencies, including current donors and members, lapsed members, visitors, docents, volunteers, interest groups, friends of our friends.

### **ASSESSING NEXT STEPS TO RAISE FY17 DOLLARS**

Angela Gonzalez said that SAR's mission statement is not clear; thus, board and staff have no "elevator speech."

Michael Brown pointed out the tripartite function of SAR: anthropological research vs. scholarship vs. Indian Arts Collection.

There was general consensus that SAR needs to make an investment in Development.

Eric Dobkin announced three points that he felt needed to be addressed immediately. These resulted in a motion made by Marcus Randolph and passed by the entire board.

**ACTION ITEM:** *A motion by Marcus Randolph, seconded by Wes Cowan, to require SAR President Michael Brown to come up with a proposal/report within 90 days to address and respond to Eric Dobkin's three points—1) to develop a strategy plan, particularly with FY17 in mind, and a mission-related “elevator speech”; 2) come up with a proposed Development process; and 3) articulate why SAR is special—with the next board meeting to be held to respond to and act upon those points, passed unanimously.*

### **CALLS TO ACTION REGARDING DEVELOPMENT**

- Gather information on past donors
- Create a Development calendar
- Articulate a scope of action for Development; create a schedule for acting on it; and assign responsibility for who does what.
- Send thank-you notes to recent donors

Eric Dobkin asked Michael Brown to assess what SAR will get with a Development Director and to articulate who or what else is needed.

Don Lamm suggested that SAR approach people who are going to make bequests and see if it would be possible to get those donations now.

Challenges: Maintaining membership anniversaries, name and email capture.

### **Development Calendar: August – September 2015**

- Create a letter of intent with comprehensive giving opportunities for FY16
- Prepare a stewardship report on board giving
- Recruit and establish assignments for a board Development Committee
- Solicit Board members in person
- Seek 100% participation.

### **Board Member Self-View in Asking for Money**

- See oneself as a facilitator vs. being a beggar
- Assume the role of a professional vs. friend
- See oneself as a team player vs. soloist.

*“I'd like to invite you to consider...”*

### **SAR's Board & Budget**

- Board approves budget.
- Board agrees on programmatic goals.
- Board gives extra money, if needed.
- Board approves policies.
- Board clarifies board members' personal responsibility to contribute.

### **DATES OF AND FORMAT FOR FUTURE MEETINGS**

- **February 26-27, 2016** would be the next regularly scheduled semi annual meeting.

- The next August meeting would be August 13-14 or **August 5-6, 2016**.
- Dorothy Bracey suggested shorter future meetings, with committees to meet on Friday, and the full board on Saturday, to which there was general agreement.
- Committee reports would be part of a Consent Agenda, including a reports on the SAR website.
- Don Lamm suggested that Development issues would be better worked out in committees.
- Elizabeth Roghair said that campus needs must be addressed and asked about where these concerns fit into the committee structure?
- Lynne Withey offered, AAA Committee provides an opportunity for board to interact with staff.
- Steadman Upham reminded everyone that, when Michael's report is due in 90 days, there should be a board decision whether to hold a Special Meeting or not. A tentative date of **Thursday December 3, 10:00 a.m., Mountain Time**, was set for that (telephone) meeting.

*Chair Dorothy Bracey adjourned the meeting at 1:30 p.m., and the Board went into Executive Session*

*Suzanne Grayson for Angela Gonzales*

Angela Gonzales, Secretary

Date of Approval: August 6, 2016