

SAR FIVE-YEAR STRATEGIC PLAN

2017-2022

[UPDATED APRIL 2018]

1. Background. On December 19, 2016, roughly half of SAR's staff and a representative of the board of directors met to review and update SAR's strategic plan, which dates to 2014. An immediate objective was to clarify the institution's goals with respect to preparation of a campus master plan by an architecture firm yet to be hired, a project funded by the Anne Ray Foundation. **[4/2018 update: Barbara Felix Architecture + Design is expected to deliver its campus plan by the end May 2018.]** Of particular concern was how best to deal with the urgently needed expansion of the Indian Arts Research Center, which has exhausted its storage space. Other elements of SAR's programs, including increased use of the campus for adult-education classes and university seminars, were also considered. Final editing was completed in January 2017, with additional revisions added in April 2018.

2. Overarching Strategic Goals.

SAR will continue its efforts to achieve financial sustainability while serving multiple constituencies: scholars, Native American artists and communities, and members. Central to this process is intensification of SAR's drive to communicate its mission in a clear and compelling way. Equally important are development of plans for expansion of the SAR campus, renovation and expansion of the IARC, and intensification of efforts to establish mutually beneficial relationships with colleges and universities with New Mexico and beyond.

3. Development and Membership. Members are important beneficiaries of our educational mission. Membership engages potential donors and encourages them to support SAR at higher levels consistent with their financial capacity and interest in SAR's programs. Efforts to improve SAR's Membership program and development activities will include the following:

- Expand our efforts to offer adult education classes on topics of general interest.
- Continue efforts to improve SAR field trips and offer at least one international trip each year.
- Reorganize and enhance SAR's education and outreach programs. To achieve this goal, a new position, Director of Public Programs and Communications, will be created. This staff member will be in charge of managing public lectures and mini-courses, collaborating with the IARC on its educational programs, and supervising SAR's publicity efforts.

- Raise funds to endow an annual high-profile public lecture suitable for presentation at the Lensic Performing Arts Center.
- Devote greater attention to major gifts, estate planning, minimum required distributions, etc., through cultivation of long-term relationships with potential donors.
- Undertake a campaign study and then launch a campaign to advance construction of an addition to the IARC and an increase in SAR's endowment.

4. Scholar Programs. SAR's Scholar Programs division remains healthy but somewhat constrained by grant restrictions that apply to four of the six resident scholar positions. Only the two Weatherhead fellowships give SAR the latitude to select fellows solely on the basis of proposal quality. Since 2014 SAR has expanded the seminar program to include contract seminars (i.e., seminars funded by outside organizations, typically universities) while continuing NSF-funded Research Team Seminars, SAR-funded advanced seminars, and occasional IARC events. All of these seminar formats remain influential in their relevant fields, including anthropology, archaeology, Native American studies, Latino studies, museum studies, and environmental social science. For the next five years, goals for Scholar Programs include the following:

- Increase efforts to select scholars whose projects have broader public appeal and relevance.
- Develop strategies for modifying scholar colloquia and advanced seminars to engage the general public and the community.
- Continue to invite proposals for advanced seminars on specific themes that we believe to be of great interest to the general public as well as professional scholars.
- Experiment with modifications of the advanced seminar format so that the public can participate in the scholars' discussions in a limited way.
- Seek to expand the resident scholar program by adding one or more endowed and thematically unrestricted scholar positions.
- Explore ways of integrating an art history component into the resident scholar program to forge stronger connections between Scholar Programs and the IARC.
- Raise funds to increase scholar stipends so that they remain competitive with other research centers.
- Rethink the summer scholar program so that it better serves SAR's strategic interests. This might include organizing small conferences or selecting summer scholars known to be excellent public speakers.
- Intensify efforts to invite senior scholars to campus who wish us to administer multi-year projects with the understanding that investigators would be assessed overhead charges and serve on SAR selection panels as needed.

5. Indian Arts Research Center. In recent years the IARC has emerged as one of the most forward-thinking Native American research facilities in the United States, with a reputation exceeding its modest size. Thanks to the generous support of the Anne Ray Foundation, the IARC's program of community collections review is raising the bar for the mutually beneficial engagement of museums and source communities. SAR remains unshakably committed to this process and its continued development. Over the next five years, the IARC seeks to accomplish the following:

- Reconstitute an external advisory committee that includes tribal leaders, scholars, and artists.
- Intensify outreach to the non-Native public, including scholars, collectors, and dealers.
- Expand educational programs directed to schools (Native and non-Native) and the general public.
- Achieve a higher level of management of SAR's decorative arts holdings, possibly including selective deaccessioning of items that fail to meet the IARC's collection policy.
- Implement an online platform that will make the IARC's collections and detailed records more accessible to source communities and the public.
- Develop plans for Native Arts seminars to be held on campus.
- Work closely with architectural consultants to develop plans for an IARC expansion that will include new storage and work spaces, a multi-purpose meeting space, and a modestly sized exhibition hall for in-house curation activities and training of museum interns.

6. SAR Press. The 2015 co-publishing agreement with the University of New Mexico Press has substantially improved the Press's financial situation. Nevertheless, academic publishing remains a challenging enterprise as it goes through the greatest technological transformation since the invention of moveable type. Thus far we are pleased with UNMP's overall performance, with the exception of its pricing decisions, which have significantly increased the list price of many of our jointly published titles. For the next five years the Press will pursue the following strategies:

- SAR Press will co-publish 4-6 new titles each year. Meanwhile, we will continue to draw down backlist inventory that is unlikely to sell.
- In light of the excellent sales record of the Popular Archaeology series, we will explore the possibility of commissioning additional titles and raising funds to support them.
- SAR Press will generally de-emphasize the publication of monographs except for those that can draw on UNM Press's areas of marketing strength—i.e., anthropological and historical studies of New World societies. It will make every effort to

collaborate with the IARC in the development and publication of books on Native American art that draw on the IARC's collections and areas of expertise.

- SAR Press will continue to co-publish the results of advanced seminars. In the interest of more rapid dissemination of seminar results, however, SAR Press will offer summaries of seminars and possibly working drafts of chapters in the re-vamped SAR website tentatively scheduled to launch in late spring of 2017.
- SAR Press will upload sample chapters of advanced seminar books for open-access distribution. The OA offerings will include exemplary chapters from works that no longer generate significant revenue but which illustrate the key role that SAR's seminar program has played in the development of anthropology's major subfields.

7. The SAR Campus. The campus and its buildings are an important asset that must be maintained adequately if SAR is to meet its stewardship responsibilities and convince supporters that we are a competently managed institution. During the past decade SAR seems to have moved from a proactive posture regarding maintenance to one that is more reactive, dealing with crises (for example, the failure of a building's roof) as they arise. This needs to change. For the next five years, strategies for managing the campus include the following:

- Assist consulting architects with the completion of a campus master plan in late 2017/early 2018. This project will include identification of cost-effective options for expanding the IARC and present a clear picture of the future development of the Howells property.
- Secure estimates for the conversion of the third-floor office suite in the SAR Press building to a scholar apartment. Absent unexpected costs or building code restrictions, this project should be implemented as soon as possible.
[COMPLETED IN LATE 2017]
- Reestablish preventive maintenance of campus buildings. To the extent that budgetary circumstances permit, restore the past practice of following a maintenance schedule that addresses physical plant problems before they become crises.
- Continue efforts to improve SAR's appearance on Garcia Street and in the areas of campus most frequently seen by visitors.
- Prioritize improvements of those campus buildings that generate revenues through contract seminars and rentals: the Dobkin Boardroom and adjacent spaces as well as the Schwartz Seminar House.
- Continue the current professionalization of our rental practices while at the same time remaining responsive to the pressures that intensified use of the campus by outside groups places on SAR staff.
- Ensure that all new construction meet high standards of environmental sustainability—ideally achieving LEED Gold certification or the equivalent.

8. Creative Thought Forum [UPDATE 4/2018: This was ratified by the Board in August 2017 and immediately implemented]. Discussions among the SAR staff in the spring of 2017 led us to conclude that we can enhance our public and scholarly programs by (1) directing resources to the most innovative thought available within and beyond the mainstream arts and social science disciplines that SAR has traditionally supported; and (2) improving the ways we engage with this fresh thinking so that members and donors can participate more actively in discussions. Some of this thinking will address contemporary social problems: climate change, immigration, inequality, crime and punishment, the emerging risks of new technologies, and the like. Other currents of thought may have no immediate utility but instead simply challenge the public's imagination and sense of the possible.

We will therefore launch a program called the Creative Thought Forum (CTF), the goal of which is to refocus SAR's public programs on ideas that matter regardless of their disciplinary origin. The CTF will stretch across a range of SAR activities: the public membership lecture series; the IARC speaker series; our print publications, including the Press and *SAR Now*; and a new program for the summer months provisionally entitled SAR Salon.

Key elements of the initiative:

- A search for public speakers known to be effective communicators and thinkers investigating issues of broad public interest.
- A shift from formal lectures to a hybrid approach that includes on-stage Q&A and small-group discussion.
- Intensification of our efforts to select scholars and seminar topics that both meet the highest academic standards and illuminate topics of broad public concern.
- Retooling the SAR summer scholar program to focus on salon discussions targeted especially at President's Circle members and other significant donors. Featured speakers could be given access to SAR housing in lieu of the substantial fees they might otherwise garner via conventional lecture contracts. **[NOW IMPLEMENTED]**
- Redirection of some IARC speaker events away from bread-and-butter museum topics to more speculative discussions dealing with Native American sovereignty, control of cultural resources, and efforts to revitalize communities and their traditions.
- Continued development of this year's successful experiment in adult-education classes (SAR In Depth).
- A renewed focus on raising funds to support one major annual lecture featuring a marquee speaker in one of Santa Fe's largest venues. We will also remain open to offering occasional high-visibility events, organized by the IARC, that would spotlight notable Native American scholars, cultural practitioners, and activists.

- Enhancement of our ongoing efforts to raise SAR's profile in regional and national media through the systematic use of social media, press releases, and the assets of our new website.

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OVERARCHING GOALS, 2017-2022

- (1) Improve SAR's financial situation and continue the intensified fundraising efforts launched in 2015 to advance SAR's mission.
- (2) Plan and begin to implement the expansion and renovation of the Indian Arts Research Center so that it can realize its curatorial and educational potential.
- (3) Heighten the profile of SAR as a research center that promotes important conversations about contemporary social and scientific issues.
- (4) Increase the number of resident scholar positions to expand our offerings to the scholarly community.
- (5) Enhance the SAR campus and intensify our commitment to energy efficiency and ecological sustainability.
- (6) Continue to develop relationships with nationally ranked universities for which SAR could provide an attractive platform for programs focused on cultural diversity, archaeology, and Western history.