



SCHOOL for ADVANCED RESEARCH

Academic and Artistic Affairs (AAA) Committee

Friday, August 3, 2018

11:30am-1:00pm (light lunch provided)

Dobkin Boardroom

Agenda

- I. Welcome - Don Brenneis, Chair
- II. Review and approval of minutes of February 23, 2018
- III. SAR Publications Program Report - Sarah Soliz
- IV. IARC Report and Discussion- Brian Vallo
 - a. Accession Decisions
- V. Scholar Program
 - a. Report - Paul Ryer, Director
- VI. Adjournment

SCHOOL for ADVANCED RESEARCH

Academic and Artistic Affairs (AAA) Committee

Friday, February 23, 2018

1:30-3:30pm

Dobkin Boardroom

DRAFT Minutes

Committee Members In Attendance

Don Brenneis, Chair

Ned Blackhawk

Joe Colvin

Don Lamm

Louise Lamphere

Marcus Randolph

Jerry Sabloff

Lynne Withey

Board Members in Attendance

Dorothy Bracey

Brian Foster

Julie Rivers

Elizabeth Roghair

Meg Lamme

Greg Smith

Committee Members Not in Attendance

John Camp

Angela Gonzales

Carolyn Kastner

Staff in Attendance

Michael Brown, President

Lindsay Archuleta, Donor Relations Manager

Lisa Hsu Barrera, Collections Manager

Jennifer Day, Registrar

Suzanne Grayson, Executive Assistant

Elysia Poon, Curator of Education

Paul Ryer, Director of Scholar Programs

Sarah Soliz, Acquisitions Editor

Laura Sullivan, Dir. of Development

Sharon Tison, VP for Administration and Finance

Brian Vallo, Director of IARC

- I. Welcome - Don Brenneis, Chair
Don welcomed the group and asked everyone to introduce themselves.
- II. Review and approval of minutes of February 24, 2017 and Agenda
Don asked for a motion to approve the minutes and agenda. Moved by Elizabeth Roghair and seconded by Michael Brown, the minutes and agenda were approved as presented.
- III. SAR Publications Program Report - Sarah Soliz
Sarah Soliz stated there are five books in production for 2018; two advanced seminars, one co-published with Duke and one with UNM Press, a resident scholar book, a popular archaeology book. There are five advanced seminar books to be published in 2019. Sarah would like SAR to continue to publish select titles in the resident scholar series, archeology books and books covering the southwest. Sarah stated she has no new information about UNM Press, aside from the news that the press will be part of the UNM Libraries and will have support from the University. Lynne Withey commented that the university provost commissioned a study to look at the finances and discovered UNM Press never received a subsidy from the university, rather the university would cover the accumulating deficit. As a former consultant for UNM press, Lynne feels the outsourcing of the warehousing and distribution is positive, but would like to see more consistency with their press.

IV. IARC Report and Discussion- Brian Vallo

Brian Vallo gave background on the following artwork being offered as a donation to the IARC collection. Lisa Barrera added that while space is at maximum capacity, there is still room in hanging painting storage. Brian asked for a motion to approve for acquisition. Moved by Louise Lamphere and seconded by Dorothy Bracey, the following artwork was approved for accession.

Artist: Alex J. Pena (Comanche/Pawnee/San Ildefonso Pueblo—enrolled Comanche)
Item Name: Painting
Title: Linear Revitalization
Date: 2016
Materials: Mixed media on paper (ink, graphite, acrylic, watercolor, pastel, and ceramic (stoneware) with glaze)
Dimensions: Work: 57 x 42.8 cm (22 7/16 x 16 7/8 in.)

Brian reviewed the importance of the following proposed donation. Moved by Michael Brown and seconded by Louise Lamphere, the artwork was approved for accession.

Artist: Warren Montoya (Santa Ana and Santa Clara Pueblos), 2017 Rollin and Mary Ella King Fellow
Item Name: Painting
Title: Disruption, #1
Date: 2017
Materials: Acrylic paints, Liquitex clear coat, canvas
Dimensions: H: 47 x W: 62 x D: 5.1 cm (18 1/2 x 24 7/16 x 2 in.)
Offered for donation by: The artist, Warren Montoya

Brian reviewed the following artwork and talked about how Acoma pottery influences this artists' design. This would be the first piece by this artist in the SAR collection. Moved by Lynne Withey and seconded by Michael Brown, the artwork was approved for accession.

Artist: Loren Aragon (Acoma Pueblo), 2017 Ronald and Susan Dubin Fellow
Item Name: Dress with lace-on bodice
Title: "Cascade," part of "Lightning and Rain Collection"
Date: 2017
Materials: Dress: Silk crepe, silk chiffon, silk organza, silk taffeta
Bodice: Leather (cow), sterling silver, stabilized Kingman turquoise
Dimensions: Dress: L: 167.6 x W: 44.5 cm (66 x 17 1/2 in.)
Bodice: H: 35 x W: 42 x D: 2 cm (13 3/4 x 16 9/16 x 13/16 in.)
Offered for donation by: The artist, Loren Aragon

Brian stated that he is happy to see more contemporary native artists in the IARC collection. He will speak more about IARC's vision and possible expansion at tomorrow's board meeting.

V. Scholar Programs Report - Paul Ryer, Director

Don passed the floor to Paul Ryer, who gave a scholar programs progress report. One hundred and ninety one SAR resident scholar program applications were received for six residencies. Twenty Lannan Indigenous Writer Program applications were received for

one residency. SAR's social media is doing well with 1500 twitter impressions per day and Paul stressed the importance of the new scholar blog post. There was a discussion on a possible workshop with Paul Stoller. There was a discussion as to whether it may be advantageous or not to having some junior scholars create blog articles as it might count against their academic work and funding. Paul reached out to a dozen administrators for nominations from graduate students for the J.I. Staley Prize. Paul stated that the board will vote on the J.I. Staley Prize recipient, Jason De León (University of Michigan). Paul stated that no nominations were received for the Linda S. Cordell book prize in archaeology. He suggested postponing it for a year and asked for feedback. There was a suggestion to look into transforming the book prize into an "article prize", keeping in mind how articles are co-authored. There was a suggestion to look at what other prizes are awarded in archaeology. Paul will keep the Cordell prize donors informed of any changes to the prize.

- Discussion of current and potential programs, and SAR's role in community outreach
Don asked SAR to think about how to explain the value of programs that don't get monetized or converted into income. How to harness anthropological constituents in the community?

There was a question about whether SAR Press could be doing more outreach and discussion on how to attract the interest of retired resident anthropologists or academics. There was a suggestion to advertise SAR's planned giving program in anthropological magazines. There was a discussion on how to connect the advanced seminars to the broader public and hopefully the PR firm, 66 and Co., could help. Don stated that the Governance committee will share IARC collection policy at the next meeting.

VI. Adjournment

Don adjourned the meeting at 3:33pm



SAR Press Production Outline, August 2018

Sarah Soliz, *Acquisitions Editor*

Co-published Volumes:

- A second co-published volume (*The Fabric of Indigeneity*, Resident Scholar series, 2016) has been reprinted by UNM Press.
- Our first volume of 2018, *New Geospatial Approaches to the Anthropological Sciences* (Advanced Seminar), was published in June.
- UNM Press is still managing the production and distribution of SAR Press books, but all of our books are now being distributed by Longleaf Services, a nonprofit established by University of North Carolina Press to provide distribution and other services to the university press community. UNM Press also has a newly redesigned website at unmpress.com.

To be published in 2018:

Promise of Infrastructure (originally Advanced Seminar), August (published by Duke University Press)

Puebloan Societies (Advanced Seminar), September

Exchanging Words (Resident Scholar), October

Aztec, Salmon, and the Pueblo Heartland of the Middle San Juan (Popular Archaeology),
October

Scheduled to be published in 2019:

Negotiating Structural Vulnerability in Cancer Control (AS), February

Governing Gifts (AS), March

The Psychology of Women in Patriarchy (AS), fall

How Nature Works (AS), fall

Tentatively scheduled to be published in 2020:

Walling In and Walling Out (AS), spring

Cultural Collapse and Christian Pentecostalism in Maya Guatemala (non-series), fall

In writing:

Archaeologies of Empire (AS)

Designs and Anthropologies (AS)

“Half Indians”: Pueblo Governance and Sovereignty after the Treaty of Guadalupe Hidalgo (RS)

Zuni and El Morro (PopArch)

Indigenous Collaboration, Science, and Climate Change (non-series)

Institutionalizing Taste: Kenneth Chapman, the Indian Arts Fund, and the Formation of Indian Art Markets (non-series)

The History and Archaeology of Nomadic Groups in New Mexico (non-series)

Latina Community Health Advocacy in Albuquerque (non-series)

Future Directions:

In addition to the Advanced Seminar volumes, which make up the foundation of our publishing program, I would like to continue to publish select titles in the Resident Scholar series, the best-selling Popular Archaeology series, and the non-series category that speak to our place in the Southwest and to the aims of SAR as a whole. These books will include both historical and contemporary studies that draw out the implications of focused work in the southwestern United States and Latin America and that contribute to interdisciplinary and even public conversations. I have been reaching out to scholars locally and elsewhere to find work that might fulfill this goal, and the “In writing” portion of the production outline includes possible manuscripts in each of these categories.

Staff Collections Committee Recommendations to the AAA, Aug. 3, 2018



I.2018-2-1A-C (4 media on file...)



TIN.2018-2-3



TIN.2018-2-4



TIN.2018-2-5



TIN.2018-2-6



TIN.2018-2-7



TIN.2018-2-8



TIN.2018-2-9AB

Proposed Donation

TIN.2018-2-(1-9) (-2 missing from list-donor decided to keep it)

Artist: Juanita (Crispin) Lee (Santo Domingo Pueblo)

Item Names: 1 pantsuit w/ handbag, 2 boy's shirts, 3 boy's vests, 1 dress w/belt

Date: c. 1960s

Materials: Cotton, cotton blends(?), lining fabrics, wool, dyes

Dimensions: Various

Offered for donation by: Ehren Kee Natay, the grandson of the artist, also the IARC 2014 King Artist Fellow

Description and Background: These clothing items were made by Mr. Natay's grandmother, Juanita Lee, of Santo Domingo Pueblo. She learned to sew in high school, and upon graduating from the Albuquerque Indian School in 1930 (the first female high school graduate from Santo Domingo), she began working as an instructor at the Santa Fe Indian School. She taught sewing and design there for 32 years, retiring in 1962. In 1957 she was selected from Native American women around the country to receive a scholarship for a six-week course in Draping and Design at the Traphagen School of Fashion, in NYC, NY.

These particular clothing items were made for Mr. Natay's father's (Edward) first wife (Dolores) and their children, around the 1960s. Mr. Natay recalls that the pantsuit was made either for the wedding of Edward and Dolores, or possibly for another wedding. Following Juanita Lee's death, Dolores returned these items to Mr. Natay's family and expressed her hope that they might one day go to a museum because she so admired her ex-mother-in-law's work.

Justification for Accessioning: The items are made by a SW Native American fashion artist and are excellent examples of trends in Native fashion of the 1960s period. The artist has a family connection to Mr. Natay (she was his paternal grandmother), who is also represented in IARC's collection. Mr. Natay has also made available a wealth of documentation regarding Lee's life and career, which provide valuable background for a more complete understanding of the context in which the items were made. The documents will be scanned for addition to the collections management database and then returned to Mr. Natay.

Recommendation: To recommend for accessioning.

Staff Collections Committee Recommendations to the AAA, Aug. 3, 2018



TIN.2018-3-1



TIN.2018-3-2



TIN.2018-3-3



TIN.2018-3-4



TIN.2018-3-5



TIN.2018-3-6



TIN.2018-3-7



TIN.2018-3-8



TIN.2018-3-10 (2 media on file...)



TIN.2018-3-11 (2 media on file...)



TIN.2018-3-12 (2 media on file...)



TIN.2018-3-13



TIN.2018-3-14



TIN.2018-3-16 (2 media on file...)

Proposed Donation

TIN.2018-3-(1-16) (items

Artists: Various

Item Names: 13 canteens and 1 Pueblo or Diné sash

Dates: Various

Materials: Various

Dimensions: Various

Offered for donation by: David and Katherin Chase

Description and Background: All of the items come from the personal collection of David and Katherin Chase. Fourteen of the items are pottery canteens; eight are Hopi, three are Diné, two are Laguna, and one is Santa Clara. Well-known artists include Sadie Adams, Paqua Naha (first Frog Woman), Garnet Pavatea, and Elizabeth Abeyta, in addition to former IARC artist fellows Nora Naranjo-Morse, Harold Littlebird, and Christine McHorse. The painting is a large abstract composition in acrylic on canvas. The Pueblo sash is unusually long and wide. Former IARC artist fellow Louis Garcia explained to staff that it may have been a birthing sash, tied around the mother's belly during and after labor.

Justification for Accessioning: Many of the artists represented in the collection are well-known and their works are sought after. Three of them were former IARC artist fellows. Elizabeth Abeyta was one of the participants in the 2000 Clay Beings convocation. The sash would be unique in our collection, as we don't have any as long or wide.

Recommendation: To recommend for accessioning.

Staff Collections Committee Recommendations to the AAA, Aug. 3, 2018



IAF.2104, by Mary Histia, Acoma Pueblo

Proposed Donation

TIN.2018-4-1

Artist: Jordan Craig (Northern Cheyenne), 2018 Dobkin Fellow

Item Name: Painting

Title: "Teeth"

Date: 2018

Materials: Canvas, acrylic painting

Dimensions: 152.4 × 121.9 cm (60 × 48 in.)

Offered for donation by: The artist, Jordan Craig

Description and Background: A large acrylic on canvas painting titled "Teeth." The background of the piece is dark orange, with black geometric designs arranged on the canvas in a repetitive cross/star-shaped pattern. The design was inspired by a motif present on a water jar in IARC's collection, made by Mary Histia (Acoma Pueblo), catalog number IAF.2104.

Ms. Craig initially designed the work to include versions of the flowers on IAF.2104, but when she finished the "teeth" designs, she was pleased with the composition and felt it was done. She plans to incorporate the flowers in future works. Ms. Craig made extensive use of the IARC pottery collection, and other Southwest pottery collections, during her fellowship.






Justification for Accessioning: The piece is by an IARC Fellow, is representative of her work, was inspired by a work in the IARC collection, and would be the first piece by her in the collection. There is storage space available for this piece.

Recommendation: To recommend for accessioning.



Collections Report - Basic Info

Indian Arts Research Center

	<p><u>TIN.2018-2-1A-C</u> Classification: Textile</p> <p>Item Name: Pantsuit and hand bag Date: 1960s</p> <p>Artist or Maker: Juanita (Crispin) Lee Culture: Pueblo Santo Domingo</p> <p>Materials: cotton wool dyes</p> <p>Dimensions: Part A - Tunic: 103.5 × 66 cm (40 3/4 × 26 in.) Part B - Pants: 102.5 × 34 cm (40 3/8 × 13 3/8 in.) Part C - Bag: 42 × 21.5 × 15.5 cm (16 9/16 × 8 7/16 × 6 1/8 in.)</p> <p>Description: Parts A and B: Two-piece pantsuit. Beige with maroon, orange, and blue embroidery. Part C: Matching bag.</p>
	<p><u>TIN.2018-2-3</u> Classification: Textile</p> <p>Item Name: Shirt, boy's Date: 1960s</p> <p>Artist or Maker: Juanita (Crispin) Lee Culture: Pueblo Santo Domingo</p> <p>Materials:</p> <p>Dimensions: 69 × 55 cm (27 3/16 × 21 5/8 in.)</p> <p>Description: Gray boy's shirt with blue, turquoise, and pink embroidery.</p>
	<p><u>TIN.2018-2-4</u> Classification: Textile</p> <p>Item Name: Shirt, boy's Date: 1960s</p> <p>Artist or Maker: Juanita (Crispin) Lee Culture: Pueblo Santo Domingo</p> <p>Materials:</p> <p>Dimensions: 67 × 50 cm (26 3/8 × 19 11/16 in.)</p> <p>Description: Peach-colored boy's shirt with blue, turquoise, and pink embroidery.</p>
	<p><u>TIN.2018-2-5</u> Classification: Textile</p> <p>Item Name: Vest, boy's Date: 1960s</p> <p>Artist or Maker: Juanita (Crispin) Lee Culture: Pueblo Santo Domingo</p> <p>Materials:</p> <p>Dimensions: 52 × 40 cm (20 1/2 × 15 3/4 in.)</p> <p>Description: Light orange boy's vest with tan lining. Turquoise, brown, and orange embroidery.</p>
	<p><u>TIN.2018-2-6</u> Classification: Textile</p> <p>Item Name: Vest, boy's Date: 1960s</p> <p>Artist or Maker: Juanita (Crispin) Lee Culture: Pueblo Santo Domingo</p> <p>Materials:</p> <p>Dimensions: 51.5 × 40 cm (20 1/4 × 15 3/4 in.)</p> <p>Description: Light orange boy's vest with darker orange lining. Turquoise, brown, and orange embroidery.</p>

**TIN.2018-2-7**

Item Name: Vest, boy's
Artist or Maker: Juanita (Crispin) Lee

Classification: Textile**Date:** 1960s**Culture:** Pueblo | Santo Domingo**Materials:****Dimensions:** 41 × 35 cm (16 1/8 × 13 3/4 in.)**Description:** Watermelon-colored boy's vest with a red and gold floral lining. Maroon, turquoise, and yellow embroidery.**TIN.2018-2-8**

Item Name: Vest, boy's
Artist or Maker: Juanita (Crispin) Lee

Classification: Textile**Date:** 1960s**Culture:** Pueblo | Santo Domingo**Materials:****Dimensions:** 45 × 39.5 cm (17 11/16 × 15 9/16 in.)**Description:** Turquoise-colored boy's vest with red and gold floral lining. Maroon, turquoise, and yellow embroidery.**TIN.2018-2-9AB**

Item Name: Dress
Artist or Maker: Juanita (Crispin) Lee

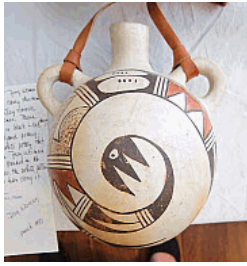
Classification: Textile**Date:** 1960s**Culture:** Pueblo | Santo Domingo**Materials:****Dimensions:** Dress (part A): 102.5 × 50 cm (40 3/8 × 19 11/16 in.)**Description:** Black dress and belt, with turquoise, orange, and light yellow embroidery.**TIN.2018-3-1**

Item Name: Canteen
Artist or Maker: Sadie Adams

Classification: Ceramic**Date:** c. 1938**Culture:** Pueblo | Hopi**Materials:** clay | paints**Dimensions:** 21.6 × 21.6 cm (8 1/2 × 8 1/2 in.)**Description:** Buff-colored canteen with two loop handles. Front of canteen decorated with a seven-point flower or star design. Around the central design are seven red cloud designs (scallops), each with three short rain lines (ticking lines) inside the flower or star design. The central design is surrounded by four dark brown, concentric circles. The outer circle includes six elongated triangles distributed evenly around its circumference. There is a leather strap tied to each of the loop handles.**TIN.2018-3-2**

Item Name: Canteen
Artist or Maker: Cedric Dawavendewa

Classification: Ceramic**Date:** c. 1993**Culture:** Pueblo | Hopi**Materials:** clay**Dimensions:** 44.5 × 41.9 cm (17 1/2 × 16 1/2 in.)**Description:** Canteen with two loop handles, made of cream-colored clay. A turtle is carved into the top in low relief. The turtle and canteen spout are lightly burnished, while the rest of the piece is matte. The turtle's back is decorated with a design of small triangle corrugations impressed into the surface in the form of a circle. A shape made of two connected squares and a three lines at the top (a corn plant?) is impressed in the center of the circle. The base of the canteen is concave.

**TIN.2018-3-3**

Item Name: Canteen
Artist or Maker: Paqua Naha (Frog Woman)
Materials: clay | paints | leather
Dimensions: 20.3 × 19.1 cm (8 × 7 1/2 in.)

Classification: Ceramic
Date: before 1971
Culture: Pueblo | Hopi

Description: Canteen with two loop handles. Spiral-shaped, dark brown and red designs painted on the front of the canteen. The design includes triangles, ovals, dots, and rain lines. There base is flat. There is a cream-colored sticker with silver lettering on the base of the canteen that reads "McGee's Indian Museum, Fifth Avenue, Scottsdale, Ariz." There is a leather strap tied to each of the loop handles.

**TIN.2018-3-4**

Item Name: Canteen
Artist or Maker: Karen Kahe Charley
Materials: clay | paints | corn cob | leather
Dimensions: 33 × 35.6 cm (13 × 14 in.)

Classification: Ceramic
Date: 1990
Culture: Pueblo | Hopi

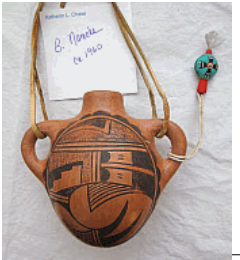
Description:

**TIN.2018-3-5**

Item Name: Canteen
Artist or Maker: Marcella Kahe
Materials: clay | paints | leather
Dimensions: 24.1 × 25.4 cm (9 1/2 × 10 in.)

Classification: Ceramic
Date: before 2008
Culture: Pueblo | Hopi

Description:

**TIN.2018-3-6**

Item Name: Canteen
Artist or Maker: Bessie Namoki
Materials: clay | paints | leather
Dimensions: 11.4 × 12.7 cm (4 1/2 × 5 in.)

Classification: Ceramic
Date: c. 1960
Culture: Pueblo | Hopi

Description:

**TIN.2018-3-7**

Item Name: Canteen
Artist or Maker: Garnet Pavatea
Materials: clay | paints | leather
Dimensions: 25.4 × 24.1 cm (10 × 9 1/2 in.)

Classification: Ceramic
Date: before 1981
Culture: Pueblo | Hopi-Tewa







Description:

**TIN.2018-3-8**

Item Name: Canteen
Artist or Maker: Loretta Silas Poleahla
Materials: clay | paints | leather
Dimensions: 17.8 × 20.3 cm (7 × 8 in.)

Classification: Ceramic
Date:
Culture: Pueblo | Hopi-Tewa

Description:

	<p>TIN.2018-3-10 Item Name: Canteen Artist or Maker Harold Littlebird Materials: clay paints leather Dimensions: 24.1 × 24.1 cm (9 1/2 × 9 1/2 in.) Description:</p>	<p>Classification: Ceramic Date: 2001 Culture: Pueblo Laguna</p>
	<p>TIN.2018-3-11 Item Name: Canteen Artist or Maker Nora Naranjo-Morse Materials: clay metal, bronze rawhide Dimensions: 17.8 × 17.1 cm (7 × 6 3/4 in.) Description:</p>	<p>Classification: Ceramic Date: late 1980s or early 1990s Culture: Pueblo Santa Clara</p>
	<p>TIN.2018-3-12 Item Name: Canteen Artist or Maker Elizabeth Abeyta Materials: clay paints shell heishi rawhide leather Dimensions: Parts A&B assembled: 41.9 × 29.2 cm (16 1/2 × 11 1/2 in.) Parts C&D assembled: 7 × 4.4 cm (2 3/4 × 1 3/4 in.) Description:</p>	<p>Classification: Ceramic Date: 1996 Culture: Athabaskan Diné (Navajo)</p>
	<p>TIN.2018-3-13 Item Name: Canteen Artist or Maker Myra Tso Kaye Materials: clay pitch leather Dimensions: 25.4 × 16.5 cm (10 × 6 1/2 in.) Description:</p>	<p>Classification: Ceramic Date: 1989 Culture: Athabaskan Diné (Navajo)</p>
	<p>TIN.2018-3-14 Item Name: Canteen Artist or Maker Christine McHorse Materials: clay corn cob leather Dimensions: 25.4 × 22.9 cm (10 × 9 in.) Description:</p>	<p>Classification: Ceramic Date: before 2018 Culture: Athabaskan Diné (Navajo)</p>
	<p>TIN.2018-3-16 Item Name: Sash Artist or Maker Unknown Materials: wool cotton dyes Dimensions: 355.6 × 21 cm (140 × 8 1/4 in.) Description: Unusually long and wide sash. White cotton wefts with red and black wool wefts. "X" and stepped diamond shaped decorations run down the center of sash, for its entire length.</p>	<p>Classification: Textile Date: n.d. Culture: Pueblo or Athabaskan Unknown Pueblo or Diné</p>

**TIN.2018-4-1****Item Name:** Painting**Artist or Maker:** Jordan Craig**Materials:** canvas | wood | paint, acrylic**Dimensions:** 152.4 × 121.9 cm (60 × 48 in.)**Title:** "Teeth"**Description:** A large acrylic on canvas painting titled "Teeth." The background of the piece is dark orange, with black geometric designs arranged on the canvas in a repetitive cross/star-shaped pattern. The design was inspired by a motif present on a water jar in IARC's collection, made by Mary Histia (Acoma Pueblo), catalog number IAF.2104.**Classification:** Painting**Date:** 2018**Culture:** Plains | Northern Cheyenne

Scholar Programs Report

July 19, 2018

Once again, we have successfully wrapped up our 2017-2018 Resident Scholar and seminar programs, and anticipate a stellar program for the coming year.

Our major accomplishments this year begin with the 2017-18 scholars, whose progress and accomplishments are detailed in their individual reports. Of particular note, dissertation writer and Mellon Fellow Hector Beltrán not only finished and defended his Ph.D., but was also able to secure a highly competitive University of California President's Post-Doctoral fellowship *and* a following tenure-track job at MIT. Pre-doctoral Weatherhead fellow Brian Smithson also completed his dissertation and landed a job at Bowdoin College. All of our more senior scholars completed or made substantial progress on their manuscripts: Mellon Fellow Milena Melo is beginning a tenure-track job at the University of Mississippi; Lamon Fellow Thomas Michael Swensen has taken a new position at the University of Utah; Anne Ray Fellow Deana Dartt has established herself as a leading consultant for the representation of Native peoples in museums, in part in ongoing collaboration with the IARC; and Pierette Hondagneau-Sotelo will return to her position at the University of Southern California, although is planning to retire to Santa Fe someday, and we look forward to her continued association with SAR as well.

Thanks to some 191 qualified applications, we were again able to recruit an outstanding group of Resident Scholars for the coming year: see <https://sarweb.org/scholars/resident/2018-2019/>. The seminar schedule in 2017-18 was packed, with one advanced seminar, two NSF-funded research team and two short seminars, as well as two contract seminars. Seminar selection for the coming year was successful, and will also include our inaugural Vera Campbell seminar and two Mellon Foundation-funded seminars. As you know, the J.I. Staley committee selected Jason De Leon's *The Land of Open Graves: Living and Dying on the Migrant Trail* (UC Press 2015) as the 2018 prize winner; here too, we faced a record number of nominations, including two selected through the pilot nominating process discussed at the last AAA committee meeting in February, 2018.

Other events of note which directly impact Scholar Programs this year include the Lannan Indigenous Writer in Residence fellowship. As of this writing, Thomas Parrie is currently in residence, as are a number of other summer programs and scholars. Additionally, over the past few months we have begun to receive and process an extraordinary donation of books from anthropologist and former Resident Scholar, Barbara Tedlock. As Barbara is downsizing, she has offered SAR the professional collection she and her husband Dennis Tedlock amassed over a lifetime of anthropological work. To date, we have moved some 160 boxes of books (an estimated 4,800 volumes) to campus, and at least another 50 boxes remain to be moved. While many will duplicate what we already have in

the library, and others will have to be sorted out due to space limitations, there is no question that we will be able to fill many glaring gaps in our holdings, particularly given the Tedlocks' work with Zuni and in Mesoamerica, as well as their keen interest in contemporary theory. Keeping in mind that our current holdings number some 10,000 volumes in total, it would be difficult to overstate the exciting but daunting scope of this project for our librarian, Laura Holt, as well as the way in which it will improve the utility of our holdings for the next generation of Resident Scholars.

As you know, I have been working to expand and extend SAR's social media presence, particularly with respect to younger scholars. In the last year our Twitter feed, @SchAdvResearch, has continued to grow, from 3,500 to 4,900 followers, and now averages fifteen hundred to two thousand Twitter "engagements" per day. Although the editorial process has proven more challenging than expected, particularly with those scholars not yet accustomed to working with editors, the Scholars' blog, "In Their Own Words," is live, and other blog series (e.g. a seminar series, a "from the Archives" series, etc) are in the works. Another current initiative, forming an alumni/alumnae group on Facebook, has benefitted from the knowledge and enthusiasm of some of our more social media savvy staff, particularly Lindsay Archuleta and new Public Programs Director Merideth Davidson.

What else? The previously described Staley nomination pilot project—a graduate student survey—was successful enough that we are extending it to more graduate programs this year. We have submitted a request to the Mellon Foundation to renew our two current Latinx fellowships for three more years, and with the guidance of new Grants Manager Donna Ruscavage, have found ways to add significant overhead costs within that budget request. Fingers crossed. President Brown has also submitted a concept note to the Paloheimo Foundation regarding a possible future fellowship for women, that would ultimately replace the Ann Ray Fellowship, which is likely to be reallocated to other IARC programmatic needs within the next few years. And, with an eye towards improving our outreach to archaeologists, Scholar Programs will be at the SAA meetings in Albuquerque in April 2019.

Beyond these items, it was a privilege and pleasure to teach a course and then lead an SAR trip to Cuba this past fall, and I hope to see (and teach) more classes offered at SAR in the future. And finally, two SAR staff scholars have had books published since the last Board meeting: Geeks, Genes, and the Evolution of Asperger Syndrome by Dean Falk and Eve Penelope Schofield (UNM Press 2018) and my own Beyond Cuban Waters: África, La Yuma, and the Island's Global Imagination (Vanderbilt University Press 2018). Of course, by the time books actually made it into print, we are each well into our next projects!

~ Paul Ryer



School for Advanced Research
Semi-annual Board of Directors Meetings
August 2-3-4, 2018

Thursday, August 2, 2018 - SAR Dobkin Boardroom

3:00-4:30 p.m. Development Committee Meeting

Friday, August 3, 2018 - SAR Dobkin Boardroom

9:30-11:00a.m. Finance Committee Meeting

11:30-1:30p.m. AAA Committee Meeting and Catered lunch by Walter Burke

2:00-3:30p.m. Governance Committee

5:30-7:30p.m. Reception at the home of Joe and Bunny Colvin; **1002 Old Pecos Trail** on the corner of Old Pecos Trail and Coronado. There is limited on-site parking so please find legal parking on Coronado or on surrounding streets.

All Board members are invited to attend any of the above committee meetings

Saturday, August 4, 2018 - SAR Dobkin Boardroom

**Board of Directors Meeting
Agenda**

8:30 a.m. Continental breakfast available

9:00 a.m. Welcome, Quorum call, review and approve agenda

Lynne Withey

9:15 a.m. Elect new Board members, officers, and committee chairsp. 1-4

Lynne Withey

9:30 a.m. Approve Consent Agenda

Lynne Withey

1. Minutes of February 2018 Meetingp. 5-8

2. Finance Committee Report

• FY18 Financial Statements.....p. 9-17

• FY18 Investment Resultsp.18-27

• 2018-19 Proposed Budgetp.28-29

3. Development Committee Reportp.30-53

4. Governance / Nominations Committee Report.....p.54-55

• Board Policies Manualp.56-75

5. AAA Committee Report

• Scholar Programsp.76-77

• SAR Pressp.78-79

• Accessions to IARCp.80-84

*Board of Directors Meeting Agenda
August 4, 2018
SAR Dobkin Boardroom
Page 2.*

9:40-10:15 a.m.	President’s Report.....p.85-89	Michael Brown
10:15-10:45 a.m.	Review Campus Master Plan (handout)	Michael Brown
10:45-11:00 a.m.	Break	
11:00-12:15 p.m.	Planning for Financial Sustainability <ul style="list-style-type: none"> ▪ Review endowment projections (handout) ▪ Comprehensive campaign readiness.....p.90-91 	Doug Nelson, Michael Brown, Sharon Tison, Laura Sullivan, Julie Rivers
12:15-1:00 p.m.	Lunch provided by Walter Burke Catering	
1:00-1:30 p.m.	Financial sustainability, continued	
1:30-2:15 p.m.	Report on Communications Strategy from 66 & Co.	Merridith & Robert Ingram
2:15-2:30 p.m.	Plans for Creative Thought Forum and Public Programs for the Coming Yearp.92-108	Meredith Davidson
2:30- 3:00p.m.	Break for Photos and Signing Consent Forms	Lynne Withey
3:00-3:30 p.m.	Wrap up and next steps	Lynne Withey
3:30 p.m.	Executive Session	Lynne Withey
4:00 p.m.	Adjourn	

Board of Directors Meeting Schedule

February 23, 2019
August 3, 2019
February 29, 2020
August 1, 2020
February 27, 2021
August 7, 2021

Meetings are held on Saturdays in the Dobkin Boardroom. Committee meetings, if required, are generally scheduled the day before the board meeting. Special meetings can be called according to the bylaws by either the Chair or three directors (by written request).

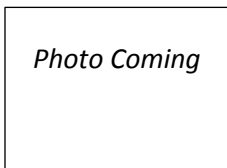


2018-19

SAR Board of Directors Nominees
FOR SAR INTERNAL USE ONLY - NOT for PUBLICATION



Anne Chognard is a retired California attorney who has been coming to Santa Fe since the early 1990's. She lived in San Francisco for 20 years prior to moving to Santa Fe in 2016 with her husband, James. Anne spent the bulk of her 20 year legal career practicing insurance defense litigation in both Northern and Southern California. She is accustomed to working with a variety of people and finding solutions to accommodate various points of view. In her later years, she worked in house for an insurance company auditing attorneys across the country who worked for the insurance company. She has served on the Boards of two Homeowners Associations as well as the Board of the Nob Hill Association, a community nonprofit in San Francisco. Past volunteer work includes working in schools, helping the homeless in San Francisco and working in the office of a San Francisco Supervisor. In her spare time, Anne likes to travel, attend opera, read and garden. She has recently completed her orientation to enable her to volunteer with the Santa Fe Animal Shelter. Anne was admitted to the California Bar in 1984 and the New Mexico Bar in 1993.



Susan Foote is an historian with deep interest in 17th and 18th century Britain.



Ann Alexander Morton, a native Oklahoman, received a B.A. in Journalism from the University of Oklahoma, and an M.A. in Media Studies from The New School University, New York City. She has a minor in French and has pursued language studies in France and Mexico. Her professional background is in public relations, communications, marketing, writing and design, most recently for the firm 12MO, a book-to-film company. She has been an active volunteer in Houston, Atlanta, Santa Fe, New York City and Fort Worth, including 36 years with the Junior League. She was the Founder and First President of the National Charity League Buckhead Chapter in Atlanta following chapter leadership positions in Houston. She has previously been active as a docent at Santa Fe's Museum of International Folk Art and with the Governor's Circle of the Museum of New Mexico Foundation and served on the board of the School for Advanced Research and was active

in SAR's President's Council prior to board service. She is currently active in Leadership Fort Worth and is a docent and patron at three art museums in Fort Worth: the Amon Carter Museum of American Art; the Kimbell Museum; and the Modern Art Museum. Other activities include art, cultural and anthropology programs, leadership with several capital/development projects for private educational institutions. She has wide interests and enjoys reading, art, photography, hiking and travel. Ann and her husband, R. Russell Morton, have three children and two grandchildren and currently reside in Fort Worth and Santa Fe.



Scott Sheffield, a distinguished graduate of The University of Texas at Austin with a Bachelor of Science in Petroleum Engineering, is Chairman of Pioneer Natural Resources. Mr. Sheffield retired in 2016 as CEO after leading Pioneer for 31 years from a \$32 million company to a \$32 billion company with over 3500 employees. Pioneer is considered a leader in developing oil shale with primary focus in the second largest oil field in the world; the Spraberry Wolfcamp Field in West Texas. Besides Pioneer, Mr. Sheffield serves on the board of Williams Companies, the Maguire Energy Institute of the SMU Cox School of Business and Columbia University's SIPA Center on Global Energy Policy



Diane Stanley Vennema earned her bachelor's degree from Trinity University and her M.A. in medical and biological illustration from Johns Hopkins University College of Medicine. She is an award-winning author of books for children and young adults, written under the name Diane Stanley.



School for Advanced Research
Board Committee Appointments 2018-2019
To be approved at the August 4, 2018 Board of Directors Meeting

Executive

Doug Nelson, Chair
Elizabeth Roghair, Vice Chair
Nancy Bern, Secretary
Joe Colvin, Treasurer (Fin Chair)
Don Brenneis (AAA chair)
Marcus Randolph (Audit chair)
Julie Rivers (Development chair)
Jerry Sabloff (Governance/Nominating Chair)
Susan Foote, member at large
Meg Lamme, member at large
Michael Brown, ex officio
Suzanne Grayson, Staff Liaison

Academic and Artistic Affairs

Don Brenneis, Chair
Ned Blackhawk
John Camp
Angela Gonzales
Louise Lamphere
Ann Morton
Marcus Randolph
Diane Vennema
Michael Brown, ex officio
Doug Nelson, ex officio
Carolyn Kastner (non-board member)
Paul Ryer, Staff Liaison
Brian Vallo, Staff Liaison

Finance

Joe Colvin, Chair
Nancy Bern
Elizabeth Roghair
Scott Sheffield
Greg Smith
Doug Nelson, ex officio
Michael Brown, ex officio
Sharon Tison, Staff Liaison

Audit

Marcus Randolph, Chair
Don Brenneis
John Camp
Anne Chognard
Brian Foster
Scott Sheffield
Doug Nelson, ex officio
Elizabeth Roghair (advisory)
Sharon Tison, Staff Liaison

Development

Julie Rivers, Chair
Anne Chognard
Susan Foote
Angela Gonzales
Meg Lamme
Louise Lamphere
Ann Morton
Jim Robins
Jerry Sabloff
Doug Nelson, ex officio
Michael Brown, ex officio
Laura Sullivan, Staff Liaison
Sharon Tison, Staff Liaison

Governance/Nominations

Jerry Sabloff
Ned Blackhawk
Joe Colvin
Susan Foote
Brian Foster
Meg Lamme
Elizabeth Roghair
Greg Smith
Diane Vennema
Michael Brown, ex officio
Doug Nelson, ex officio
Suzanne Grayson, Staff Liaison



School for Advanced Research
2018-2019 Board of Directors by Term
To be approved at the August 4, 2018 Board of Directors Meeting

Class of 2019

Nancy Bern (1)
Douglas Nelson (1) (*spring*)
John Camp (1)
Joe Colvin (1)
Angela Gonzales (2)
Meg Lamme (1)
Julie Rivers (1) (*spring*)
Elizabeth Roghair (2)

Class of 2020

Ned Blackhawk (1)
Don Brenneis (2)
Brian Foster (1)
Louise Lamphere (1)
Jim Robins (1)
Jerry Sabloff (1)
Greg Smith (1)

Class of 2021

Anne Chognard (1)
Susan Foote (1)
Ann Morton (1)
Marcus Randolph (2)
Diane Vennema (1)
Member Ex Officio
Michael F. Brown

Advisory Board (one-year term)

Dorothy Bracey
Wes Cowan
Don Lamm
Lynne Withey

Officers

2018-2019

Chair:	Douglas Nelson
Vice Chair:	Elizabeth Roghair
Secretary:	Nancy Bern
Treasurer:	Joe Colvin
Assistant Secretary:	Suzanne Grayson
Assistant Treasurer:	Sharon Tison

**Board of Directors Meeting
Saturday, February 24, 2018
SAR Dobkin Boardroom**

Draft MINUTES

I. Welcome and quorum call

Lynne Withey welcomed the group and introduced the new board members. She asked if anyone wanted to move an item from the consent agenda. As there were no requests, Lynne asked for a motion to approve the consent agenda. Moved by Dorothy Bracey and seconded by Michael Brown, the consent agenda was approved as presented. Lynne added that Meredith Davidson, the newly hired Director of Public Programs and Communications, will join the meeting from 11:30-12:00.

II. Approval of Consent Agenda

- Minutes of August 5, 2016 Meeting
- AAA Committee Report
- 2018 J.I. Staley Prize Citation
- Accessions to IARC
- Committee Appointments and Board Terms
- 2017 Audited Financial Statements
- Revised Whistleblower Policy
- Revised Gift Acceptance Policy
- Physical Plant Accomplishments

III. Report from the President

Lynne passed the floor to Michael Brown, who spoke about the launch of the Creative Thought Forum, acknowledging Jim Robins' success in growing the membership of the Founder's Society to 27 households. This has increased public program support as well as membership and unrestricted gifts.

Michael thanked Doug Nelson and the finance committee for their hard work and briefly noted other SAR-wide accomplishments. Brian Vallo has been collaborating with the Metropolitan Museum of Art on the Diker exhibit, working with curators at the Field Museum and the Nelson-Atkins Museum. The new SAR website is live, with staff continually updating content. Michael gave some background on Meredith Davidson, the new Director of Public Programs and Communications. He noted that rental revenues are continuing to increase and mentioned upcoming rentals, including the Mellon Foundation, the American Folklore Society, and several summer apartment rentals. Architect Barbara Felix will deliver the Campus Master Plan report to SAR in April. Michael added that SAR will not file to renew the \$10K special use permit at this time. He spoke about the possibilities of renovating IARC's current building vs. construction of a new facility, adding that he feels one of the biggest challenges is campus traffic flow and access. SAR Press is profitable, yet the reorganization of the UNM press has unknown implications for SAR warehousing and fulfillment. Michael is optimistic that the recent hiring of 66 + Co., a PR and communications firm, will raise our national profile. He stressed the importance of board recruitment and raising the level of support from our board. Michael stated that SAR is carefully watching how the new tax laws will affect donations and the implications for donor advised funds.

Michael mentioned Doug Nelson's financial sustainability work as it relates to the strategic plan, which includes a cost accounting matrix. There was a comment about how important the field trips have been with regards to friend-raising. Lynne Withey suggested that management undertake a field trip cost analysis to be presented by August meeting. There was an additional suggestion to improve SAR's branding and merchandising.

IV. Planning for IARC's Future

Brian Vallo acknowledged his staff and expressed his gratitude to the Anne Ray Foundation for the funding that has supported an increase in staffing. He presented a PowerPoint on IARC's vision. Brian reviewed the IARC signature programs, most of them in collaboration with regional and national partners, such as the 21st century program in schools and the SF Youth Detention Center program. Brian has seen a much broader audience reaching out to IARC in connection with the guidelines initiative, including tribal and non-tribal museums, the American Alliance of Museums, and others. IARC will be presenting at the AAM conference in Phoenix this coming May. Brian informed the board that he has been meeting with several museum colleagues and their donors recently, including the Met, the Nelson-Atkins and Crystal Bridges. He is hopeful that IARC will exhibit works at some of these museums in the future. Brian is actively engaging new donors, consulting on exhibitions and participating in developing programming at these museums. Brian said that his vision includes making IARC a unique destination; expanding the research initiatives; creating a research agenda with an in-house advisory committee; reinstating an annual symposium; creating a policy agenda, and broadening education and outreach through intellectual training. Brian mentioned that IARC has declined some funding due to staffing and space constraints. Brian stated that IARC will be sharing the collection through the eMuseum web platform, which will increase visitation and loans.

As the campus master planning continues, the IARC's space needs have become more apparent. Brian would like to see IARC actively collect contemporary work and broaden its donor base. He wants to create a more comprehensive strategy for conservation. There was a question about packaging a certification or training program. Brian sees AAM as a possible training partner. There was a question about the possibility of including an on-site scholar center for IARC in the campus master plan. There was a question and larger discussion about the timeline for the campus master plan and suggestions about truly committing to a building plan. There was a suggestion that SAR publish an illustrated book for the IARC collection to coincide with the 50th anniversary. There was a consensus that SAR keep the momentum on the IARC vision and draft a case statement. The board requested a copy of his PowerPoint. Lynne agreed to communicate to Brian the board's excitement and support for his vision.

V. Planning for financial sustainability

Lynne passed the floor to Michael Brown, who reviewed his Financial Sustainability chart. Lynne wants to see strategies for getting to the financial goals. Laura Sullivan and Lindsay Archuleta reminded the board about the value of a consultant who could create a capital campaign feasibility plan. Lindsay explained the challenges and opportunities for engaging alumni. Lynne said that the board wants to see management create an ad-hoc committee to work on the financial sustainability plan and come to a conclusion about timing of capital campaign.

VI. Report from Development Committee

Julie Rivers thanked each member of the development committee individually. Julie passed the floor to Laura Sullivan, who reviewed the highlights for FY17, including several new grants. Laura mentioned several upcoming events, specifically the fundraiser this June at the Poeh Cultural Center to celebrate the 40th anniversary of the IARC.

Jim Robins stated that there are 27 Founders' Society members who have enjoyed several intimate social events. He spoke about some upcoming events and explained the significance of the founder's society lapel pin. The patented design "Zia Design with Bear Claws," which SAR owns, is made by Andrew Ortiz, a silversmith in Santa Fe.

Lindsay reviewed the action overview chart and the board member involvement chart and encouraged members to contact her so she can record their donor interactions. Julie presented a Power Point which included ways of giving, including planned giving, diversified plans, and donor advised funds.

VII. Strengthening our communications and public outreach

Meg Lamme gave an update on the PR and communications plan from conception to the hiring of 66 + Co. and asked for input. There was a suggestion that the consultants attend SAR programs and engage with SAR constituents. There was a conversation about the overall theme of creativity bridging the divide between Indian Arts and Scholar Programs. The importance of distinguishing the national and local audience was also explored.

VIII. Report from Finance Committee

Sharon Tison reported on behalf of Doug Nelson. She recapped the finance committee meeting on Feb 23, stating that investments are doing as expected. REDW is almost finished with the process of liquidating SAR's alternative investments. The portfolio is up 5.9% as of December 2017. SAR is within budget for the fiscal year. The balance sheet shows \$1MM increase in assets. Summary income statement shows a drop in unrealized gain, which reflects the alternative investments as a realized gain. She pointed out that there is an increase of \$166K from investments. There was a discussion about whether SAR should send an RFP for a new audit firm, which Sharon replied will happen in 2019. Michael reminded the board that they authorized him to do a hire that was unbudgeted, so SAR may go over budget in FY18.

IX. Report from Governance Committee

Elizabeth Roghair asked the board to look at page 16 of the packet showing the board terms, noting the class of 2018 who will be rotating off next August. She also reviewed the class of 2019. She stated the committee anticipates five new or reelected members to join the class of 2021.

Adoption of the Board Policy Manual, part 3

Elizabeth stated the board needs to approve the board policy manual (pages 113-118 of the packet), and reminded them that this information can be revised at any board meeting. Elizabeth asked for a motion to approve part 3 of the Board Policy Manual. Seconded by Dorothy, the motion was passed as presented. Elizabeth stated the board resource manual will be available on the board webpage before August.

X. Chair's Wrap-up

Lynne recapped the following four tasks:

1. IARC

Lynne will communicate to Brian that the board strongly supports his vision for IARC and request copies of his power point. The board wants to see how Brian's IARC vision and the master plan fit together, including a timetable for construction.

2. Financial Planning

Lynne directed Michael to continue to work on his financial sustainability chart, specifically outlining a timeline for a possible capital campaign.

3. Future of Scholar Programs

Lynne stated the board would like to see a vision about the future of Scholar Programs.

4. Communications

Lynne requested board members to communicate their ideas to Meg Lamme by March 5, as consultants from 66 + co. begin end of March, which coincides with the new hire.

Julie Rivers presented a motion that SAR direct management of SAR to build a new facility for IARC and program activities related to its mission. Louise seconded. Discussion included soften wording and add words to repurpose existing building.

Amendment: Move towards building a new facility to house the IARC collection and program activities related to its mission and repurpose the existing building for SAR's needs.

XI. Executive Session

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

XII. Motion to Adjourn

Moved by Joe Colvin and seconded by Meg Lamme, the meeting was adjourned at 3:50pm.

Nancy Bern, Secretary

Date

Narrative on the FY2018 SAR financial statements

The following narrative points out significant changes as well as summary financial information for July 1, 2017 – June 30, 2018. We welcome your questions, suggestions or comments as we continue to refine this reporting process.

Operating results for the fiscal year (Budget Summary Report):

Following SAR's policy of year-ahead funding, receipts used to fund the FY18 budget are already in hand and are applied to expenses as they are incurred.

Overall, salaries are at 101% of those budgeted. Meredith Davidson, SAR's Director of Public Programs and Communications, started in April and we were just about able to cover her salary with vacancy savings elsewhere on campus. The Resident Scholar budget received unexpected cost sharing for the program's review panel. The Advanced Seminar program had savings in projected food costs and came in well under budget. Sarah Soliz continues to keep SAR Press moving forward. Her activities will help us build more accurate budgets in the future. Budgeted research in the Resident Scholar and President's budgets (Admin.) will be carried forward to FY19. The President's entertainment and travel budgets were underspent. The annual software maintenance for IARC was paid in Q4.

Repairs to the seminar house kitchen floor were funded through the capital projects budget. Funds need to be raised to fund more significant repairs at the seminar house.

The King residence experienced a water leak from the hot water heater that destroyed the wood flooring in the adjacent bedroom. The physical plant was able to supply the labor to make the repairs and most of the materials were paid for from insurance proceeds.

Summary Income Statement

This is a regular income statement, showing current year's income compared to the current year's expenses. Both income and expenses are further divided between program and endowment activity and between operations activity and investment activity. Total activity is compared to the prior year's total activity in the same period.

The report shows a \$375K surplus for FY2018 compared to a \$914K surplus for the same period in FY2017. This is due, in large part, to a \$944K drop in investment earnings. Contributions and memberships are up \$273K for the same period last year, and sales and services, net of cost of sales, are down \$63K.

We received \$250K from Luke and Betty Vortman to establish an endowment to fund the public programs at SAR. There is also a \$5K addition to the Crichton Endowment from Mrs. Flo Crichton.

Financial Position (Balance Sheet):

Investments are up \$558K. \$255K was added and \$1,127K was drawn to/from the endowment portion and \$312K was added to the invested cash portion.

The SAR Press book inventory cost has been reduced by \$37K, while keeping almost all the titles in print and at adequate quantities to satisfy UNM Press. The book inventory was moved, as expected, on July 1 from Albuquerque Longleaf in North Carolina. We are still waiting for final documents about our inventory from UNM Press. They have been slow to respond, probably because of their greatly reduced staff.

Gifts, Grants, Sales and Fees Report:

The Gifts, Grants, Sales and Fees report summarizes gifts by source and restriction. I've also listed pledge payments that were received and the receipt of the \$506K annual ARF grant payment. These revenues were recorded in FY2017.

FY18 book sales less cost of sales data for SAR Press / UNM Press, netting out the 32% commission owed to UNMP and royalties paid to our authors = \$47K. This compares to \$45K through FY17.

According to policy, 80% of the unexpected Overstreet bequest was moved to the cash reserves fund for a total of \$132K.

Investments:

SAR's investments returned 5.9%, net of fees, in FY2018. This matches SAR's combined portfolio benchmark of 5.8%

By the end of the fiscal year, SAR investments in alternative investments had been reduced from 29% of the total portfolio to 4% of the total. We received the final payment from Canyon Partners (\$42K). The remaining \$960K in alternatives are expected to be liquidated within the next 12 months. The proceeds have been reinvested according to the current investment asset allocation policy.

School for Advanced Research

	FY19 PROPOSED budget		FY18budget		increase(decrease)	
Sources of Funding						
Endowment draw @ 4.9%	\$ 1,125,565		\$ 1,126,776		\$ (1,211)	
Unrestricted funds raised/pledged in previous years	897,849		829,843		68,006	
Donor Restricted						
Direct Cost Funding	465,134		593,895			
Indirect Cost Funding	<u>402,631</u>		<u>275,591</u>			
	867,765		869,486		(1,720.80)	
Sales and Fees (net of direct costs)	146,766		106,239		40,527.57	
Funding from SAR reserves including FY18 surplus	<u>208,636</u>		<u>191,000</u>		<u>17,636.00</u>	
	<u>\$ 3,246,581</u>		<u>\$ 3,123,344</u>		<u>123,237</u>	
Expenses						
	Program	Salaries	Program	Salaries	Program	Salaries
Core Expenses	666,749	2,056,408	655,075	1,853,312	11,674.08	203,096.02
Restricted Projects	496,534		599,228		(102,693.80)	
Special Unfunded Projects	<u>26,890</u>		<u>15,729</u>		<u>11,160.67</u>	
	1,190,173	2,056,408	1,270,032	1,853,312	(79,859)	203,096
Grand Total Expenses	<u>3,246,581</u>		<u>3,123,344</u>		<u>123,236.97</u>	
Surplus/(Deficit)		(0)		(0)		
"Off Budget" items						
PC/FS expenses to be paid in FY19	7,350.00					
cost of Classes to be paid in FY19	5,800.00					
purchase of Physical plant bobcat	15,000.00					

SCHOOL for ADVANCED RESEARCH
BALANCE SHEET
(UNAUDITED)

	6/30/2017	6/30/2018		6/30/2017	6/30/2018
ASSETS			LIABILITIES & FUND BALANCES		
Cash:			Liabilities:		
Checking FNBSF	\$ 193,799	\$ 240,488	Accounts Payable	\$ 46,624	\$ 32,534
Payroll FNBSF	9,366	7,047	Accrued Payroll & Benefits	176,113	190,994
Money Market FNBSF	202,379	426,932	Deferred Revenue		95,050
Petty Cash	900	1,080			
Total Cash	406,443	675,546	Total Liabilities	222,737	318,578
Investments: (@ market)					
Charles Schwab:					
Endowment	23,618,572	23,944,777			
Invested Cash	2,086,122	1,999,722			
ARF funds in \$ Mkt	11,800	330,000			
Total Investments	25,716,494	26,274,499			
Other Assets:					
Accounts Receivable	83,479	62,976	Net Assets:		
Grants Receivable	506,095	284,625	Unrestricted	\$ 17,215,427	\$ 17,314,076
Pledges Receivable	253,997	284,187	Temporarily Restricted	2,034,159	2,052,536
Book Inventory	258,079	221,351	Permanently Restricted	11,017,157	11,272,157
Prepaid Expenses	66,801	94,622			
Plant & Equipment	3,198,092	3,059,540			
Total Other Assets	4,366,543	4,007,301	Total Net Assets	30,266,743	30,638,768
TOTAL ASSETS	\$ 30,489,480	\$ 30,957,346	TOTAL LIABILITIES		
			& FUND BALANCES	\$ 30,489,480	\$ 30,957,346

School for Advanced Research

Summary Income Statement

	Program 7/1/2017- 6/30/2018	Endowment/Investments 7/1/2017- 6/30/2018	Total 7/1/2017- 6/30/2018	Total 7/1/2016- 6/30/2017
Operations Activity				
Operations Revenues				
Contributions, Pledges and Grant	\$1,623,920	\$255,000	\$1,878,920	\$1,629,707
Membership Dues Income	252,681	-	252,681	228,928
Sales and Services	307,778	-	307,778	371,215
Total Operations Revenues	<u>2,184,379</u>	<u>255,000</u>	<u>2,439,379</u>	<u>2,229,850</u>
Operations Expenses				
Cost of Sales and Service	143,416	-	143,416	250,970
Salaries, Taxes and Benefits	1,930,783	-	1,930,783	1,870,720
Program Expenses	455,379	-	455,379	533,350
General and Management Expenses	640,153	-	640,153	631,754
Institutional Advancement	245,977	-	245,977	251,768
Total Expenses	<u>3,415,709</u>	<u>-</u>	<u>3,415,709</u>	<u>3,538,560</u>
Transfers	<u>1,126,776</u>	<u>(1,126,776)</u>	<u>-</u>	<u>(0)</u>
Surplus/(Deficit) from Operations	<u>(104,554)</u>	<u>(871,776)</u>	<u>(976,330)</u>	<u>(1,308,710)</u>
Investment Activity				
Investment Revenues				
Interest and Dividend Income	82,552	580,886	663,438	520,944
Net Realized Investment Gain	351,889	2,575,346	2,927,234	1,680,004
Net Unrealized Investment Gain	(264,250)	(1,931,675)	(2,195,925)	137,754
Investment Revenues	<u>170,191</u>	<u>1,224,557</u>	<u>1,394,748</u>	<u>2,338,702</u>
Investment Management Expenses	4,099	42,294	46,393	116,073
Surplus/(Deficit) from Investment Activity	<u>166,091</u>	<u>1,182,263</u>	<u>1,348,355</u>	<u>2,222,629</u>
NET SURPLUS/(DEFICIT)	<u>\$61,538</u>	<u>\$310,487</u>	<u>\$372,025</u>	<u>\$913,919</u>

**SCHOOL for ADVANCED RESEARCH
GIFTS, GRANTS, SALES & FEES REPORT
July 1, 2017 - June 30, 2018 (UNAUDITED)**

	Unrestricted	Restricted	Total
Pledge payments received	\$ 133,150	\$ 6,250	\$ 139,400
Grants receivable received		506,095	506,095
<hr/>			
New gifts received/committed			
General Operating (for FY19)	603,945		603,945
Memberships/Other Donations	230,676		230,676
President's Circle (net of costs)	120,356		120,356
80% of Overstreet bequest to cash reserves	131,712		131,712
Board budget	2,100		2,100
Gain on sale of car	1,450		1,450
IARC Operations	600		600
Admin Operations	250		250
ARF for FY19 IARC programs		506,000	506,000
Vortman Endowment		250,000	250,000
Paloheimo Foundation		110,798	110,798
Bosavi Digital Archive Project		59,500	59,500
National Science Foundation		40,875	40,875
M. Mill for Seminar program		30,000	30,000
Susan Foote		20,000	20,000
J. Camp for FY19 President's lecture		15,000	15,000
Frost Foundation		15,000	15,000
Lannan Program		14,200	14,200
New Mexico Humanities Council		8,555	8,555
E. J. Bunting Fund		5,000	5,000
Flora C. Crichton Endowment		5,000	5,000
IARC Collections		2,500	2,500
	-		-
	<hr/>	<hr/>	<hr/>
	1,091,089	1,082,428	2,173,517

**SCHOOL for ADVANCED RESEARCH
GIFTS, GRANTS, SALES & FEES REPORT
July 1, 2017 - June 30, 2018 (UNAUDITED)**

	Unrestricted	Restricted	Total
Sales and Fees			
SAR Press	147,456		
less cost of sales	(53,726)		
less UNMP commission	(37,997)		
less author royalties	<u>(7,966)</u>		
	47,767		47,767
SAR in Depth Classes	15,050		
less direct cost	<u>(1,250)</u>		
	13,800		13,800
Field Trips	48,480		
less cost of field trip	<u>(51,693)</u>		
	(3,213)		(3,213)
Fundraising Events	113,618		
less cost of events	<u>(53,531)</u>		
	60,087		60,087
Gain on President's lecture	17,046		17,046
Tours and Lecture Receipts	23,744		23,744
Rentals (net of cost of scholar housing)	42,484		42,484
Fiscal Sponsorship Fee	<u>5,139</u>	<u> </u>	<u>5,139</u>
Grand Total (exclusive of pledge payments)	\$ 1,297,943	\$ 1,082,428	\$ 2,380,371

High Points of the SAR's Proposed FY2019 Budget

- Draw from the Endowment, based on 4.9% of five-year average balance is slightly lower than FY18.
- Unrestricted contributions, net of direct costs, are \$68K higher than those raised for FY18.
- Restricted contributions are approximately the same as for FY18. It is interesting to note that the portion of the restricted revenue that helps pay for the core expenses is 46%, up from 32% in the FY18 budget.
- Earned revenue, net of direct costs is \$41K higher than for FY18.
- Based on the Board's directive at the August 2017 meeting, we will draw \$100K from the cash reserves to fund the establishment of the Creative Thought Forum and the related Public Programs and Communications division.
- As is shown on the Summary Income Statement, SAR earns interest and dividend income on the pooled cash on hand. We will use \$56K (about one third) of the earnings to balance the budget.

- Salaries represent 63% of total expenses, a \$203K increase over FY18.
- Other than those who were recently hired, all staff will receive a 2% cost of living increase. (Total cost is \$31K.)
- New hires, the Director of Public Programs and Communications and the IARC Educational Assistant represent the balance of the salary increase.
- The direct cost of restricted projects is down by \$103K due in large part to the reduced funding from Anne Ray Foundation.
- There is also \$10K budgeted for recruitment for a new Vice President for Finance and Administration.

- At the request of the board we have listed anticipated costs that will offset income raised in FY19. We have also included the possible purchase of a "bobcat" for the physical plant.

School for Advanced Research

	FY19 PROPOSED budget		FY18budget		increase(decrease)	
Sources of Funding						
Endowment draw @ 4.9%	\$ 1,125,565		\$ 1,126,776		\$ (1,211)	
Unrestricted funds raised/pledged in previous years	897,849		829,843		68,006	
Donor Restricted						
Direct Cost Funding	465,134		593,895			
Indirect Cost Funding	<u>402,631</u>		<u>275,591</u>			
	867,765		869,486		(1,720.80)	
Sales and Fees (net of direct costs)	146,766		106,239		40,527.57	
Funding from SAR reserves including FY18 surplus	<u>208,636</u>		<u>191,000</u>		<u>17,636.00</u>	
	<u>\$ 3,246,581</u>		<u>\$ 3,123,344</u>		<u>123,237</u>	
Expenses						
	Program	Salaries	Program	Salaries	Program	Salaries
Core Expenses	666,749	2,056,408	655,075	1,853,312	11,674.08	203,096.02
Restricted Projects	496,534		599,228		(102,693.80)	
Special Unfunded Projects	26,890		15,729		11,160.67	
	1,190,173	2,056,408	1,270,032	1,853,312	(79,859)	203,096
Grand Total Expenses	<u>3,246,581</u>		<u>3,123,344</u>		<u>123,236.97</u>	
Surplus/(Deficit)	(0)		(0)			
"Off Budget" items						
PC/FS expenses to be paid in FY19	7,350.00					
cost of Classes to be paid in FY19	5,800.00					
purchase of Physical plant bobcat	15,000.00					

REDW Stanley

Financial Advisors LLC

An SEC Registered Subsidiary of REDW The Rogoff Firm

INTEGRITY COUNTS.

SAR Aggregate Portfolio Review

School for Advanced Research

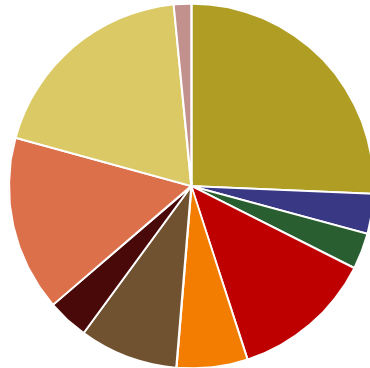
Prepared By: REDW Stanley Financial Advisors

June 30, 2018

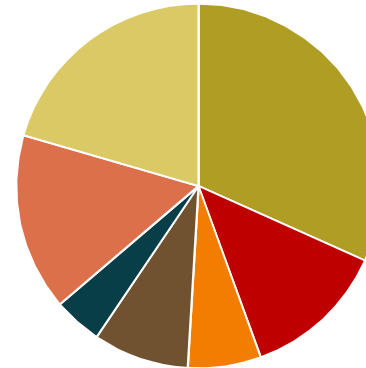
Model vs. Actual Allocation












School for Advanced Research Aggregate

Actual Allocation



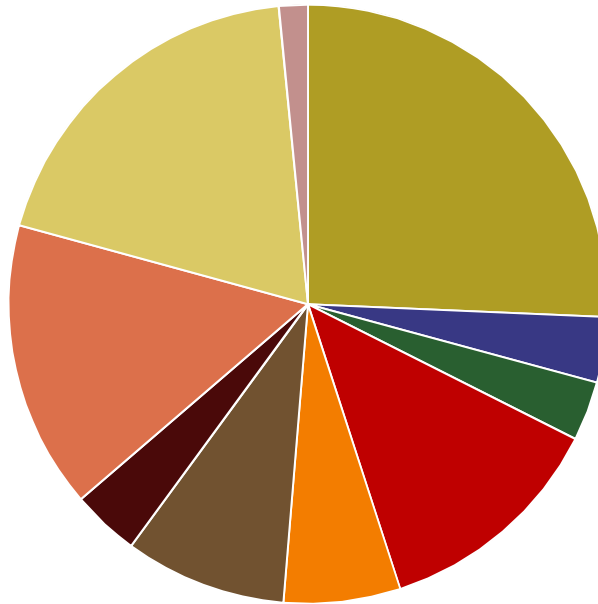
Model Allocation



Category		Current Percentage	Current Value	Model Percentage	Model Value	Percent Variance	Dollar Variance
US Equities		25.68%	\$6,747,682.65	31.70%	\$8,329,426.51	6.02%	\$1,581,743.86
Large Cap		3.54%	\$929,661.34	0.00%	\$0.00	(3.54%)	(\$929,661.34)
Mid/Small Cap		3.21%	\$843,795.16	0.00%	\$0.00	(3.21%)	(\$843,795.16)
International Equities		12.58%	\$3,306,382.92	12.75%	\$3,350,163.66	0.17%	\$43,780.74
Emerging Markets		6.30%	\$1,655,115.20	6.50%	\$1,707,926.57	0.20%	\$52,811.37
Real Estate Investment Trust		8.75%	\$2,297,948.85	8.50%	\$2,233,442.44	(0.25%)	(\$64,506.41)
Alternative Investments		3.65%	\$959,898.73	0.00%	\$0.00	(3.65%)	(\$959,898.73)
High Yield Bond		0.00%	\$0.00	4.30%	\$1,129,859.12	4.30%	\$1,129,859.12
Intermediate Term Bonds		15.54%	\$4,084,552.34	15.75%	\$4,138,437.46	0.21%	\$53,885.12
Short Term Bonds		19.19%	\$5,041,025.55	20.50%	\$5,386,537.65	1.31%	\$345,512.10
Cash Equivalents		1.56%	\$409,730.67	0.00%	\$0.00	(1.56%)	(\$409,730.67)
TOTAL			\$26,275,793.41		\$26,275,793.41		

Allocation by Category

School for Advanced Research Aggregate



Weight	Description	Current Value
100.0%	Portfolio Total	\$26,275,793.41
25.7%	US Equities	\$6,747,682.65
3.5%	Large Cap	\$929,661.34
3.2%	Mid/Small Cap	\$843,795.16
12.6%	International Equities	\$3,306,382.92
6.3%	Emerging Markets	\$1,655,115.20
8.7%	Real Estate Investment Trust	\$2,297,948.85
3.7%	Alternative Investments	\$959,898.73
15.5%	Intermediate Term Bonds	\$4,084,552.34
19.2%	Short Term Bonds	\$5,041,025.55

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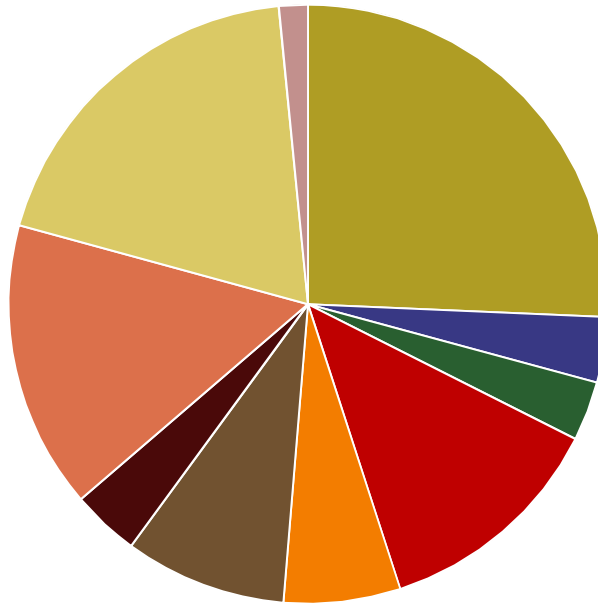
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Allocation by Category

School for Advanced Research Aggregate

Portfolio Inception Date: 9/11/2016



Weight	Description	Current Value
1.6%	Cash Equivalents	\$409,730.67

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Portfolio Holdings

School for Advanced Research Aggregate

Portfolio Inception Date: 9/11/2016

Weight	Symbol	Description	Quantity	Price	Current Value
100.0%	Portfolio Total				\$26,275,793.41
25.7%	US Equities				\$6,747,682.65
25.7%	DFOFX	DFA U.S. Core Equity 1	289,351.743	\$23.32	\$6,747,682.65
3.5%	Large Cap				\$929,661.34
3.5%	DFLVX	DFA U.S. Large Cap Value	24,477.655	\$37.98	\$929,661.34
3.2%	Mid/Small Cap				\$843,795.16
3.2%	DFSVX	DFA US Small Cap Value	21,190.235	\$39.82	\$843,795.16
12.6%	International Equities				\$3,306,382.92
8.5%	DFIEX	DFA Intl Core Equity	160,826.543	\$13.94	\$2,241,922.01
2.0%	DFIVX	DFA Intl Value Portfolio	28,004.034	\$19.20	\$537,677.45
2.0%	DISVX	DFA Intl Small Cap Value	24,309.343	\$21.67	\$526,783.46
6.3%	Emerging Markets				\$1,655,115.20
0.9%	DEMSX	DFA Emerging Mkts Small Cap	11,235.917	\$21.86	\$245,617.15
4.1%	DFCEX	DFA Emerging Mkts Core Equity	50,452.095	\$21.17	\$1,068,070.85
1.3%	DFEVX	DFA Emerging Mkts Value	11,781.477	\$28.98	\$341,427.20
8.7%	Real Estate Investment Trust				\$2,297,948.85
8.7%	VNQ	Vanguard REIT ETF	28,213.000	\$81.45	\$2,297,948.85
3.7%	Alternative Investments				\$959,898.73
0.0%	GT SP-F MGMT	GoldenTree Class SP-F MGMT Series 26	7.870	\$418.06	\$3,290.08
0.0%	GT SP-F MGMT	GoldenTree Class SP-F MGMT Series 42	3.534	\$407.59	\$1,440.25
0.0%	GT SP-F MGMT	GoldenTree Class SP-F MGMT Series 54	5.016	\$407.68	\$2,044.89
0.4%	GTSP1F26	GoldenTree SP1-1F Series 26	99.118	\$957.36	\$94,890.92

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Portfolio Holdings

School for Advanced Research Aggregate

Portfolio Inception Date: 9/11/2016

Weight	Symbol	Description	Quantity	Price	Current Value
0.0%	GTSP1F42	GoldenTree SP1-1F Series 42	13.577	\$957.36	\$12,998.32
0.1%	GTSP1F54	GoldenTree SP1-1F Series 54	19.501	\$957.36	\$18,669.68
0.1%	GTSP5F26	GoldenTree SP1-5F Series 26	15.362	\$1,076.40	\$16,535.55
0.0%	GTSP5F42	GoldenTree SP1-5F Series 42	2.104	\$1,076.40	\$2,265.06
0.0%	GTSP5F54	GoldenTree SP1-5F Series 54	3.022	\$1,076.40	\$3,253.35
0.1%	GTSP6F26	GoldenTree SP6-1F Series 26	56.920	\$358.31	\$20,394.93
0.0%	GTSP6F42	GoldenTree SP6-1F Series 42	15.773	\$358.31	\$5,651.56
0.0%	GTSP6F54	GoldenTree SP6-1F Series 54	22.394	\$358.31	\$8,024.17
1.4%	GTSP8F26	GoldenTree SP8-1F Series 26	100.988	\$3,704.58	\$374,117.84
0.6%	GTSP8F42	GoldenTree SP8-1F Series 42	44.207	\$3,704.58	\$163,769.09
0.9%	GTSP8F54	GoldenTree SP8-1F Series 54	62.775	\$3,704.58	\$232,553.04

15.5%	Intermediate Term Bonds				\$4,084,552.34
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8.7%	DFAPX	DFA Investment Grade	218,105.568	\$10.48	\$2,285,746.35
6.8%	DODIX	Dodge & Cox Income Fund	134,540.463	\$13.37	\$1,798,805.99

19.2%	Short Term Bonds				\$5,041,025.55
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19.2%	BSV	Vanguard Short Term Bond Index ETF	64,455.000	\$78.21	\$5,041,025.55
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1.6%	Cash Equivalents				\$409,730.67
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0.4%	CASH	CASH			\$116,222.89
1.1%	SNOXX	Schwab Treasury Money Market			\$293,507.78

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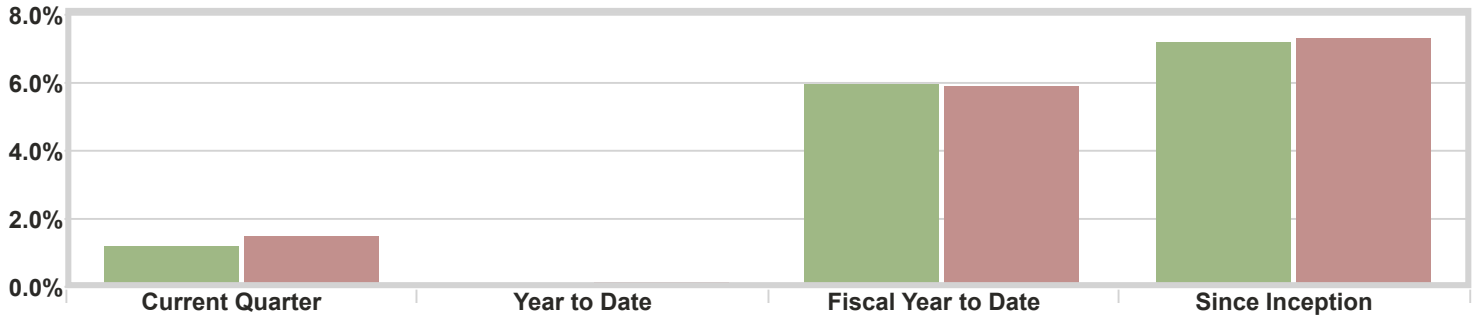
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Performance Summary

TWR

School for Advanced Research Aggregate

Portfolio Returns



	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
Your Portfolio	1.2%	0.1%	5.9%	7.2%
SAR Combined Portfolios Benchmark	1.5%	0.1%	5.9%	7.3%

Components Of Change

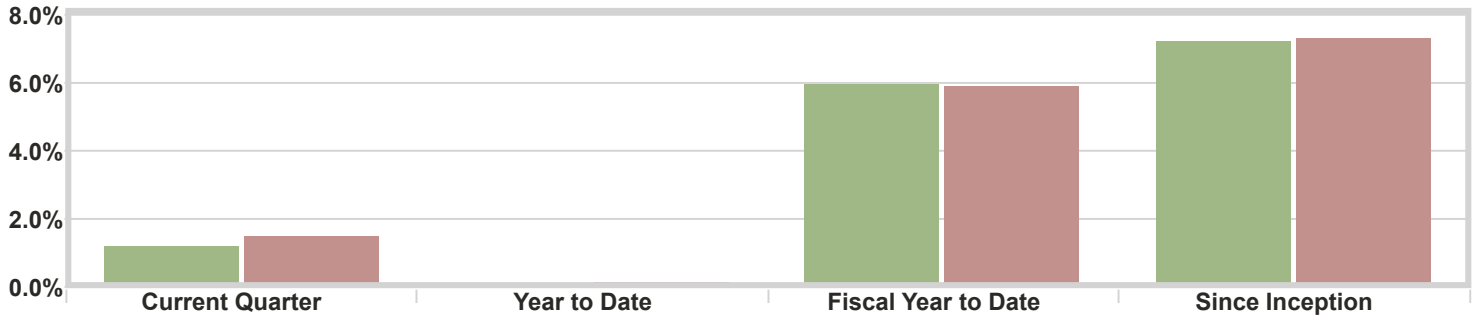
	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
BEGINNING VALUE	26,159,630.13	26,705,798.25	25,530,755.97	0.00
Net Contributions	(190,003.24)	(440,003.24)	(763,389.47)	23,065,424.90
Capital Appreciation	28,123.76	(365,974.20)	898,210.99	2,441,513.88
Income	146,828.34	215,450.56	515,122.66	858,240.31
Management Fees	(12,058.92)	(24,352.11)	(48,179.56)	(73,660.04)
Other Expenses	143,273.34	184,874.15	143,272.82	(15,725.64)
ENDING VALUE	26,275,793.41	26,275,793.41	26,275,793.41	26,275,793.41
INVESTMENT GAIN	306,166.52	9,998.40	1,508,426.91	3,210,368.51

Performance Summary

IRR

School for Advanced Research Aggregate

Portfolio Returns



	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
Your Portfolio	1.2%	0.0%	6.0%	7.2%
SAR Combined Portfolios Benchmark	1.5%	0.1%	5.9%	7.3%

Components Of Change

	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
BEGINNING VALUE	26,159,630.13	26,705,798.25	25,530,755.97	0.00
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ENDING VALUE	26,275,793.41	26,275,793.41	26,275,793.41	26,275,793.41
INVESTMENT GAIN	306,166.52	9,998.40	1,508,426.91	3,210,368.51

Asset Class Performance Summary

School for Advanced Research Aggregate

Asset Class Description	Inception Date	Current Value	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
US Equities	10/20/2016	6,747,683	3.57%	2.96%	15.33%	32.78%
Large Cap	9/11/2016	929,661	0.43%	(2.10%)	10.45%	10.19%
Mid/Small Cap	9/11/2016	843,795	7.92%	4.92%	14.76%	36.85%
International Equities	9/11/2016	3,306,383	(2.29%)	(3.46%)	7.86%	19.73%
Emerging Markets	9/11/2016	1,655,115	(9.71%)	(8.12%)	4.54%	17.15%
Real Estate Investment Trust	10/20/2016	2,297,949	9.35%	1.19%	3.31%	6.46%
Alternative Investments	9/11/2016	959,899	(5.42%)	(1.82%)	0.82%	18.53%
Intermediate Term Bonds	9/15/2016	4,084,552	(0.42%)	(2.14%)	(1.58%)	(1.61%)
Short Term Bonds	9/11/2016	5,041,026	0.21%	(0.34%)	(0.37%)	(0.26%)

Continued on Next Page

Asset Class Performance Summary

School for Advanced Research Aggregate

Asset Class Description	Inception Date	Current Value	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
Cash Equivalents	9/11/2016	409,731	41.17%	39.57%	14.26%	(13.32%)
Total Portfolio (Net of Fees)	9/11/2016	26,275,793	1.18%	0.04%	5.98%	13.42%
SAR Combined Portfolios Benchmark			1.50%	0.14%	5.92%	13.55%
Russell 3000 TR USD			3.89%	3.22%	14.78%	30.42%
Russell 1000 Value TR USD			1.18%	(1.69%)	6.77%	19.05%
Russell 2000 TR USD			7.75%	7.66%	17.57%	35.28%
MSCI EAFE USD			(1.24%)	(2.75%)	6.84%	21.67%
S&P/IFCI Composite TR USD			(7.49%)	(6.31%)	8.80%	24.60%
FTSE NAREIT Equity REITs TR			10.04%	1.02%	3.36%	1.93%
BarCap US Corporate High Yield TR USD			1.03%	0.16%	2.62%	10.03%
BBgBarc US Agg Interm TR USD			0.09%	(0.97%)	(0.32%)	(0.68%)
BarCap US Govt/Credit A+ 1-5 Yr TR USD			0.16%	(0.30%)	(0.27%)	(0.25%)
IA SBBI US 30 Day TBill TR USD			0.42%	0.76%	1.27%	1.63%

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High Points of the SAR's Proposed FY2019 Budget

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School for Advanced Research

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Expenses						
	Program	Salaries	Program	Salaries	Program	Salaries
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Restricted Projects	496,534		599,228		(102,693.80)	
Special Unfunded Projects	26,890		15,729		11,160.67	
	<u>1,190,173</u>	<u>2,056,408</u>	<u>1,270,032</u>	<u>1,853,312</u>	<u>(79,859)</u>	<u>203,096</u>
Grand Total Expenses	<u>3,246,581</u>		<u>3,123,344</u>		<u>123,236.97</u>	
Surplus/(Deficit)	(0)		(0)			
"Off Budget" items						
PC/FS expenses to be paid in FY19	7,350.00					
cost of Classes to be paid in FY19	5,800.00					
purchase of Physical plant bobcat	15,000.00					



Development Committee Report

August 2018 Board Meeting

Committee Members: Julie Rivers, chair; Joe Colvin, Angela Gonzales, Meg Lamme, Louise Lamphere, Jim Robins, and Jerry Sabloff; Michael Brown, Elizabeth Roghair, and Lynne Withey, ex officio; Lindsay Archuleta, Laura Sullivan, and Sharon Tison, staff liaisons.

This report summarizes our progress toward the goals for the FY19 budget stated in the development plan that was approved at the August 2017 board meeting. We have highlighted several points (see Attachment A: FY18 Giving Summary; Attachment B: FY18 Fiscal Report: Development Comparison Charts):

- Non-board unrestricted individual giving, including all levels of membership, totaled \$465,357 (17.5% increase).
- Board giving totaled \$381,045 (44% of total unrestricted giving), up slightly from FY17 (2.6% increase). *This includes a special one-time gift/pledge of \$50,000, \$21,500 from the IARC 40th anniversary paddle call, and \$15,000 for the President's Lecture.*
- Cash business sponsorships increased in FY18 from \$19,250 to \$24,233 (25.8% increase), plus another \$12,500 for the IARC's fortieth anniversary, totaling \$36,733.
- Unrestricted contributed revenue raised for the FY19 budget totaled \$865,845 (2% increase over FY17 funds raised for FY18), exceeding our goal of \$850,000.
- Restricted contributed revenue raised for FY19 totaled \$693,998.
- Contributed revenue (unrestricted plus restricted) totaled \$1,559,843.
- Revenue from the President's Circle and Founders' Society increased from \$96,656 to \$128,750 (33% increase).
- President's Circle membership increased from thirty-five to forty non-board members (14% increase).
- Founders' Society has twenty-eight member couples (nine board members, nineteen non-board members).
- General membership is up by 12%, an increase from 640 to 718 members. SAR has 757 total donors, of which 153 are new (20%) (Attachment C: FY18 Donor List).
- Events raised \$83,066 including the IARC 40th anniversary event (netted \$64,194), the President's Lecture with Elizabeth Kolbert (netted \$17,389), and Collections of Distinction event (netted \$1,483).

Goal 1: Build the capacity of the staff for maximum fundraising success.

We have continued to build up our staff so that we can work more effectively on fundraising and membership activities. In April 2018, SAR hired a new director, Meredith Davidson, to take over Public Programs and Communications. Her arrival has allowed the development staff to focus more on donor relations. Isis Bennett has resigned as membership coordinator to return to school, but her replacement, Jonathan Salazar, began July 18. Vangie Redsteer, our receptionist, has also resigned to return to school, and her replacement will be supervised by

Meredith. Lindsay Archuleta continues to focus on donor relations and, specifically, the annual fund, fundraising events, the President's Circle and Founders' Society, and board relations. She attended the annual Blackbaud conference and continues to work on best practices in utilizing the Raiser's Edge NXT database. Jane Thomas is working on gift entry and database cleanup to keep our donor records current. Donna Ruscavage was hired in April 2018 as grants manager and is being supervised by Sharon Tison, vice president of finance and administration, to align our grants process with the financial needs of the organization. Donna will continue to work closely with Development staff on the identification of potential funding sources, as well as the drafting and review of grant proposals.

Goal 2: Increase fundraising results for the annual fund.

We are developing new strategies for annual fundraising, including visual storytelling. Last fall, our theme was "Designing the Future." We produced a "Meet SAR" video to introduce the new scholars on campus in an engaging way, and we raised \$60,560 through that effort (similar to the amount raised the previous year). Our spring appeal focused on "40 Years of Honoring Creativity in Native American Art" and the accomplishments of the Indian Arts Research Center (IARC) and its artist fellowship program. We promoted a series of brief videos on the work of select artist fellows and raised \$16,081 as a result (2.4% increase).

We also continue to build support among SAR alumni. Michael Brown wrote fall and spring letters to alumni outlining some of SAR's greatest accomplishments and encouraging them to help advance our work with scholars. Alumni giving totaled \$26,545 from seventy-five donors who gave an average gift of \$354 and a median gift of \$100.

On June 22, we held a fundraising event in honor of the IARC's 40th anniversary that included 220 people and raised \$64,194 (net) for next year's programming (including board members contributing \$21,500 to the paddle call). Each year, we plan a Collections of Distinction event at a private home to highlight an outstanding collection. Last July we raised \$1,483 (net) through ticket sales for an event at the home of JoAnn and Bob Balzer. This July, Bill Miller is hosting the event to present his Pueblo *parfleche* collection.

Goal 3: Strengthen major gifts and planned giving programs.

Over the past year, we have worked hard to build membership in the President's Circle, and we now have forty non-board member couples, with eight new members joining. In June 2017 we also launched the Founders' Society (\$5,000+ per year) to encourage donors to invest in the Creative Thought Forum initiative. To date, we have twenty-eight member couples in the Founders' Society, of which nineteen are non-board member couples. We hosted a meet and greet with the 2017-18 scholars and artists in the fall at the Seminar House, organized a private dinner at the home of Steve Feld to hear about his *Voices of the Rainforest* project, and invited new members of the Founders' Society to dinners with the visiting lecturers throughout the year. In July 2018 we had a tailgate dinner with orchestra seating at the opening night of *Doctor Atomic* attended by twenty-eight guests (mostly Founders' Society members), and we will continue to offer access to scholars and artists to this group of donors.

We have updated the planned giving/legacy pages on our website and continue to discuss planned giving with prospective donors. Early in the fall, we plan to invite all current and former board members to consider including SAR in their estate plans. Laura Sullivan served on the team guiding the SAR campus master planning process and helped identify priority areas for growth. She has helped to lay the groundwork for a readiness assessment as part of a capital campaign that will raise funds to support campus improvements and expansion. Our RE NXT database and ResearchPoint tools are helping us to identify new major donors and to maximize the use of our moves-management process.

Goal 4: Increase membership and sponsorship of public programs.

Membership increased in FY18 by 12%, from 640 to 718 members (including the President's Circle and Founders' Society). We have worked to maintain the quality of our programs for members, and we offered five local or regional field trips that were attended by seventy-six people. Another fourteen traveled with us to Cuba. We also offered three classes attended by sixty-four people. Paul Ryer taught our first class in the fall on contemporary Cuban life, mostly for those members who went on the field trip. In the spring, we offered two classes on Pueblo culture and society—one by David Stuart and the other by John Ware.

The public lectures were also very popular this year and were attended by 408 people: 205 members and 203 non-members. The salons following the lectures were attended by 143 people and are growing in popularity. Our summer salons have been in highest demand, and the discussion of *Coyote America* by Dan Flores was attended by thirty-five people (included in the total above). The President's Lecture, "The Fate of the Earth," an evening with Elizabeth Kolbert at the Lensic Performing Arts Center, was presented in collaboration with the Nature Conservancy in New Mexico, was attended by 766 people, and generated a net revenue of \$17,389. We also collaborated with the New Mexico Museum of Art on a series of public talks on "Santa Fe's Colorful Legacy." These have been taking place at the St. Francis Auditorium and have been attended by 498 people to date (359 members, 119 non-members). This program has served as an excellent outreach tool to help us recruit new members to SAR.

Cash sponsorships for our public programs and lecture series have increased from \$19,250 to \$24,233 (29% increase). For the IARC's fortieth anniversary, we were able to solicit four new sponsors for a total of \$12,500 cash and \$22,590 in-kind support. For the President's Lecture, we solicited two new sponsors totaling \$3,500 cash (included in the number above) and \$3,790 in-kind (Attachment D: FY18 Business Sponsors).

After each public lecture, we administered a survey and received forty-three responses (10% return rate). Of the respondents, 81% indicated that the lecture was either "excellent" (51%) or very good (30%). One member commented, "Continue with your public programs. I miss the Sparks series, but considering all there is to do in Santa Fe, it is getting more difficult to take part in the incredible array of public events offered. I love that! I also appreciate the new directions SAR seems to be exploring . . . , while maintaining its traditional support of Native interests, traditional and contemporary. Thank you."

Goal 5: Support the role of the board in fundraising.

During FY18, the board was 100% financially committed to SAR; 44% of our total unrestricted giving came from board members and totaled \$381,045, including one special gift/pledge for \$50,000, \$21,500 from the IARC 40th anniversary paddle call, and \$15,000 for the President's Lecture. The development staff and committee will continue to work with the governance committee to recommend names for prospective board members and to cultivate them as major donors to SAR. We are planning an orientation for all new board members in February to review and emphasize their responsibilities regarding fundraising and resource development for SAR. The board was very active this year: inviting friends to events, purchasing tables for the IARC fortieth fundraising event, attending committee meetings, and participating in planning meetings with our communications consultants and architect. We will be working on our legacy giving plans as we move into the fall and would like to ask each board member to consider how they can include SAR in their estate planning (as mentioned above).

Goal 6: Heighten the profile and public awareness of SAR and its importance.

Since April, we have been working with 66 + Co to develop a new public relations plan and messaging platform. This plan will be presented to the board at the August 2018 meeting for review. We hired Meredith Davidson as our new director of public programs and communications around the same time, and Meredith has been planning

the Creative Thought Forum for FY19, which will include public lectures, salons, and classes. We forged other new partnerships this year as well. With Creative Santa Fe we presented a conversation with Fred Dust and David Young, moderated by Estévan Rael Galvéz, at the New Mexico History Museum; with the New Mexico Museum of Art we presented the series “Santa Fe’s Colorful Legacy”; and with the Santa Fe Opera we presented the symposium “Tech and the West” relating to the *Doctor Atomic* opera.

SAR was featured in numerous publications in 2017 and 2018. Highlights include a four-page full-color spread in *Native American Arts* for the April/May 2018 edition (on the IARC’s fortieth anniversary); a four-page color spread in *El Palacio* for spring 2018 (on the SAR partnership speaker series); a two-page article in the *Santa Fe New Mexican’s Pasatiempo* on March 23, 2018 (on the IARC speaker series); a two-page article in *Pasatiempo* on June 1, 2018 (on the Creative Thought Forum and the annual President’s Lecture); a three-page color spread in the *Green Fire Times* for June 2018 (on the Creative Thought Forum and summer salons); and a brief mention in *El Palacio* for summer 2018 (on the fortieth anniversary event). In summary, we received over forty mentions in local, regional, and national publications including the *Santa Fe New Mexican*, the *Albuquerque Journal*, *Indian Country Today*, *THE Magazine*, the *Los Alamos Daily Post*, and the *Taos News*. Publications including the *New York Times* covered SAR’s artists, fellows, and Staley Prize winners throughout the year as well.

This year’s lecture series was well covered by the media. All SAR lecturers participated in radio interviews (seven total) on local stations KSFR, KTRC, and KUNM and on Mary-Charlotte’s Radio Café (produced by the *Santa Fe New Mexican*), reaching just under four thousand people. The interviews were podcast and uploaded to the SAR website for future listening. We uploaded videos of all SAR speakers to the SAR YouTube channel that is linked to our website and have had five hundred views during the past year. SAR’s website had 66% new visitors compared to 34% returning visitors; mobile use currently stands at about 28.5% since we opened the new site, which is nearly double the amount of the previous non-mobile site.

Social media participation increased, largely due to Paul Ryer’s continued engagement with the scholar community on Twitter, the IARC’s engagement with constituents interested in Native American issues and events, and SAR Facebook posts on the press and scholar and member activities. Our Facebook “likes” expanded from 5,252 to 5,638 (7% increase). Our Twitter account now has 4,373, up from 3,492, followers (25% increase), and we have 850 Instagram followers.

Goal 7: Increase support from national foundations and corporations.

Over the past year, we obtained \$681,498 in grant funding for restricted projects. That includes funding from the following foundations: Anne Ray Foundation (\$506,000), Paloheimo Foundation (\$110,798), Mill Foundation (\$30,000), Frost Foundation (\$15,000), Lannan Foundation (\$14,200), and the New Mexico Humanities Council (\$5,500). We plan to apply for NEH funding under “Sustaining Cultural Heritage Collections,” and we have reapplied to the Mellon Foundation for an additional three-year grant for our Mellon fellow. We have also applied to the Frost Foundation and plan to apply again to the McCune Foundation for IARC programming and educational outreach, as well as to the Paloheimo Foundation to support our communications efforts and a campaign readiness assessment (Attachment E: FY2018-2019 Grants Submission Calendar).

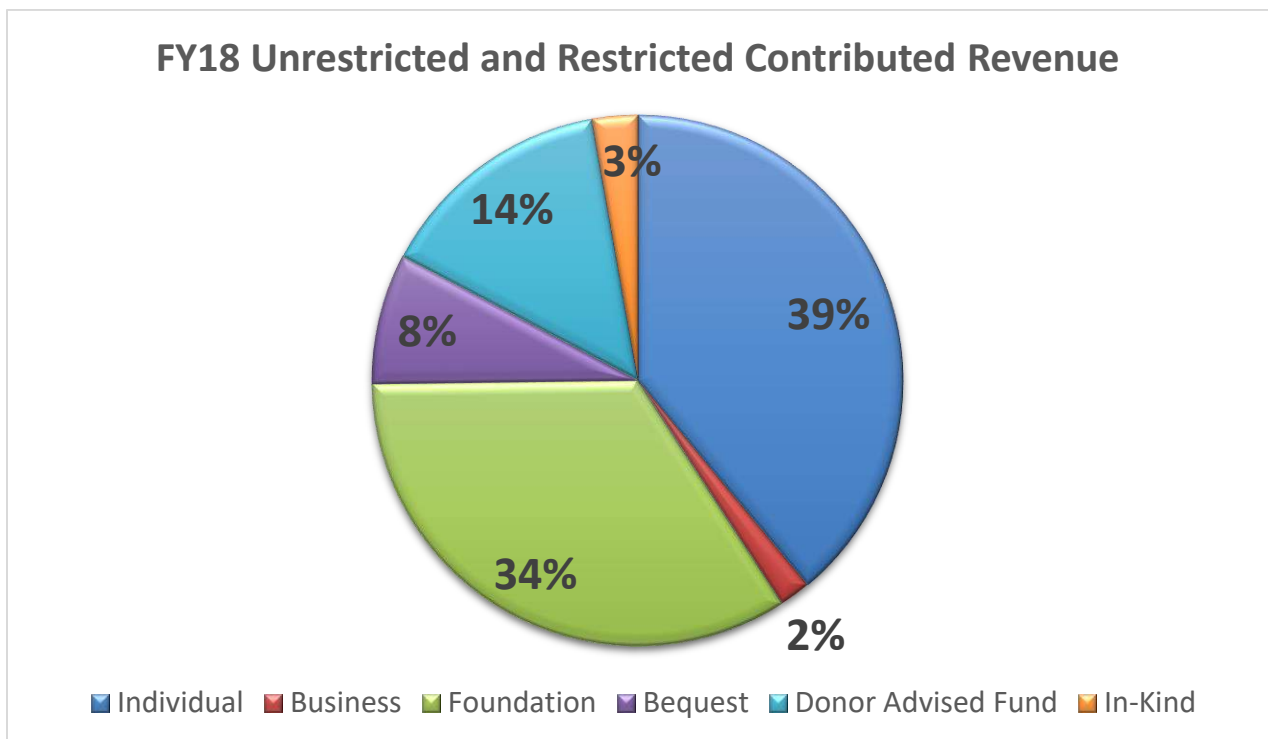


SAR FY18 Giving Summary

July 1, 2017 - June 30, 2018

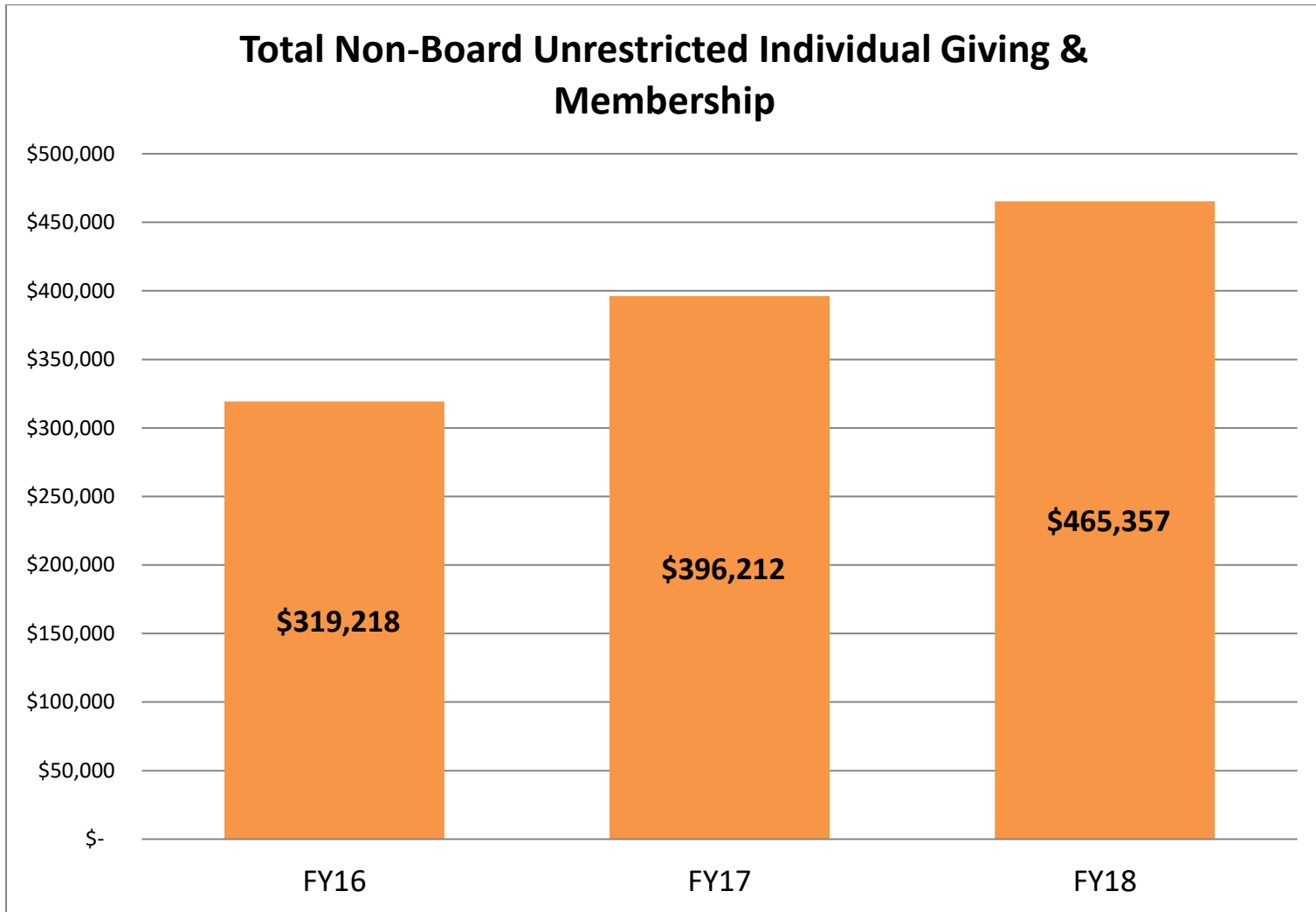
Revenue Source	Actuals Received FY17 for FY18	Goal: FY18 for FY19	Total Raised	Raised for Goal (FY18 for FY19 Budget)	% Raised for FY19 Goal
Total Unrestricted	\$849,053	\$850,000	\$1,049,739	\$865,845	102%
Total Restricted	\$745,342	\$713,373	\$963,998*	\$693,998	97%
Total Contributed Unrestricted + Restricted	\$1,594,395	\$1,563,373	\$2,013,737	\$1,559,843	100%

*Includes a \$250,000 contribution to the Betty and Luke Vortman Endowment Fund.

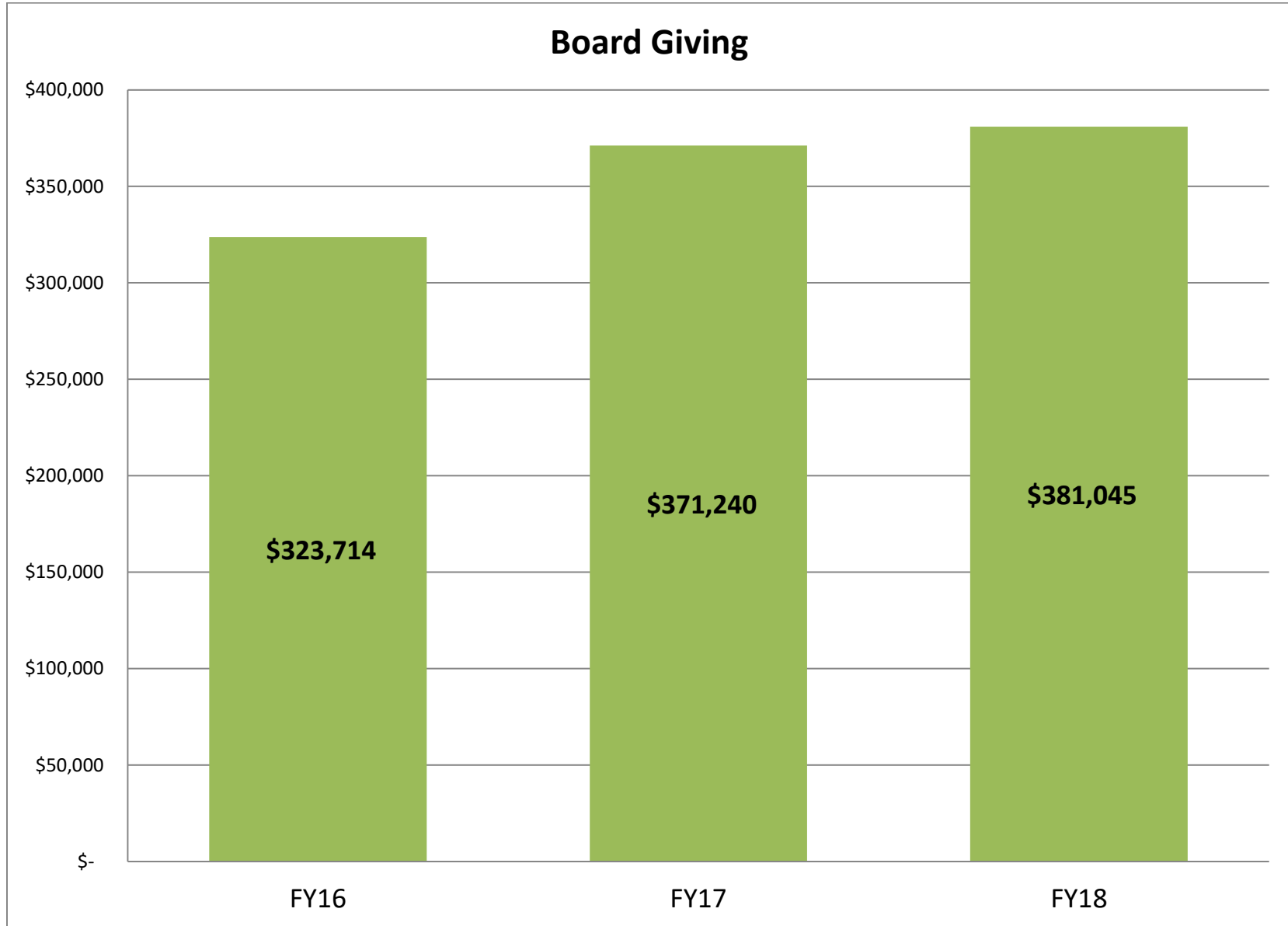


FY18 Fiscal Year Report: Development

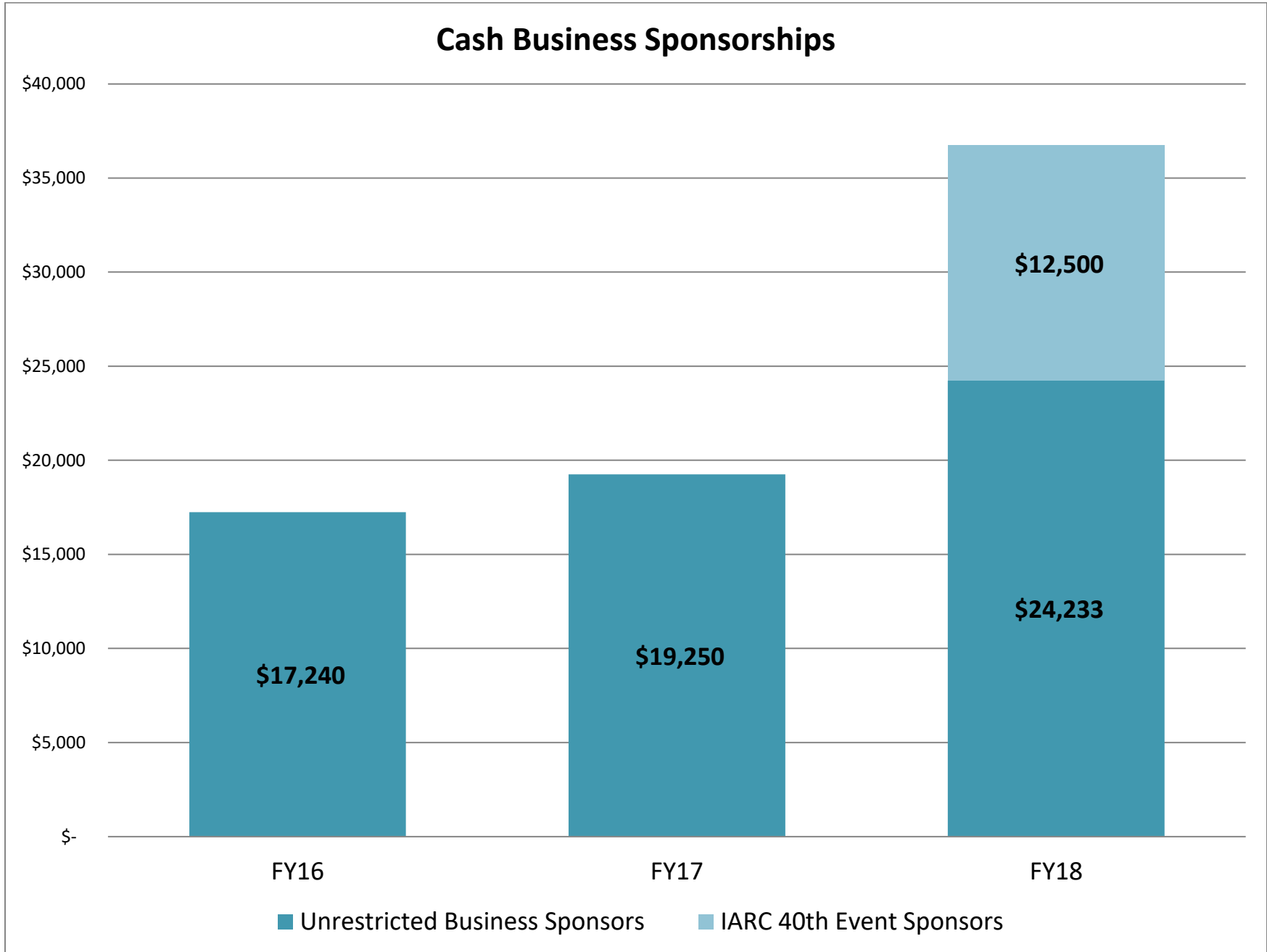
FY16:FY17:FY18 Comparison Charts, July 1 – June 30

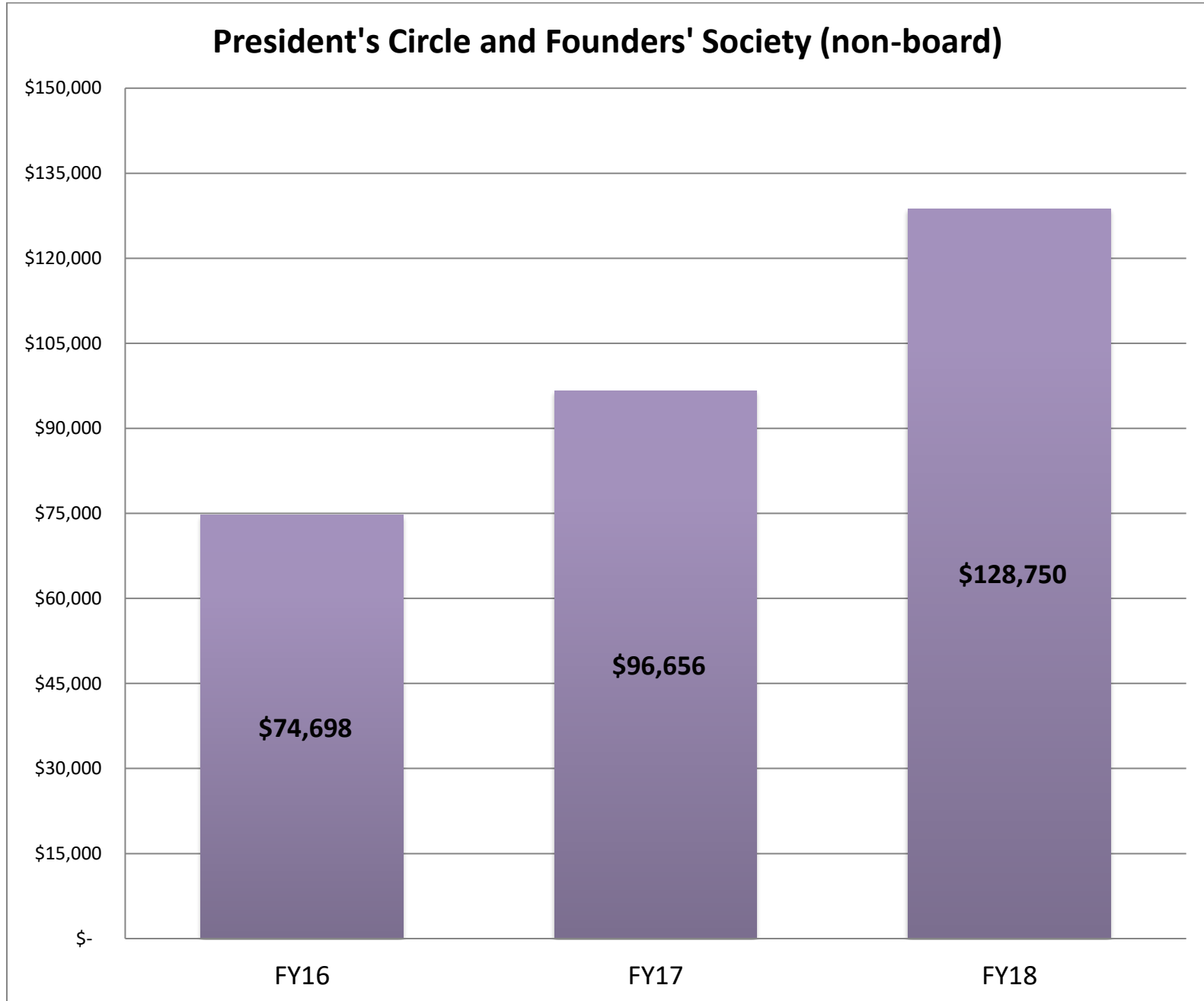


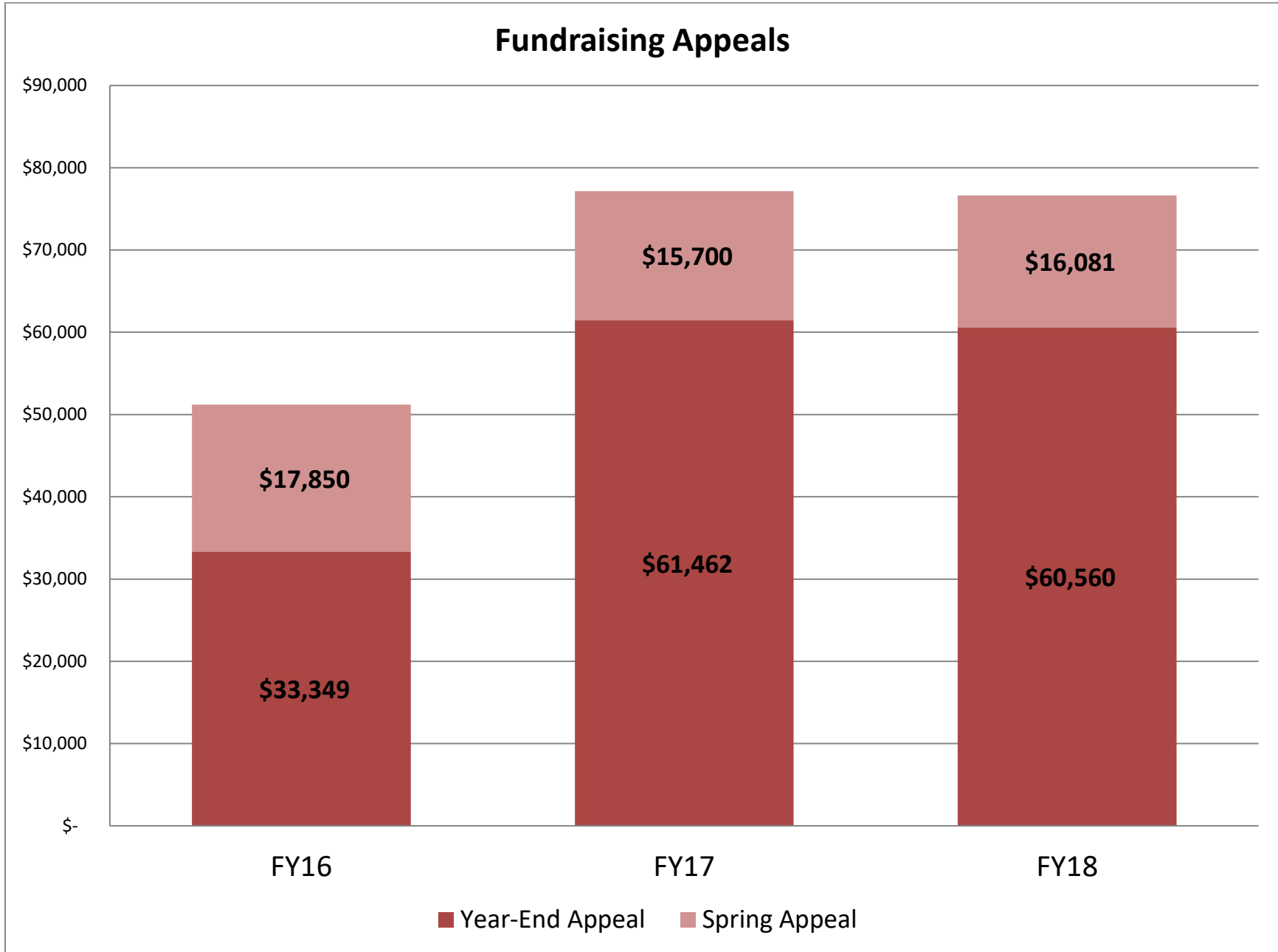
Amounts only include unrestricted individual and membership gifts, excluding all board contributions, and 20% of bequests received for the operating budget.



Amounts reflected include all annual board giving pledges, cash received, and additional unrestricted gifts received including \$21,600 from the IARC 40th Event paddle call and \$15,000 for the annual President’s Lecture.









School for Advanced Research
 INNOVATIVE SOCIAL SCIENCE AND NATIVE AMERICAN ART

FY18 Donor List

July 1, 2017 – June 30, 2018

757 donors, 153 new donors*

* indicates new donor

‡ indicates bequest

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Dr. Beverly T. Marchant and Dr. Kenneth Marchant
Mr. and Mrs. Meade P. Martin
Prof. and Mrs. Harry Martin
Mr. Kim Martindale*
Mr. Ronald Martinez
Ms. Deanna Martinez and Mr. Rick Land
Mr. and Mrs. Wilson K. Mason
Dr. Holly F. Mathews
Dr. Frances Joan Mathien
Allen Mattes
Mr. David W. Matthews
Dr. Juliet Mattila and Mr. Robin Magowan
Mrs. Claire Maxwell and Mr. William Maxwell
Mr. and Mrs. William G. McCanne
Ms. Sharon McCawley
Dr. Taylor McConnell
Ms. Mary McElroy
Ms. Susanna McFarland*
Dr. Bernadette McGuire-Rivera and Mr. Henry M. Rivera*
Mrs. Barbara McKenzie and Mr. Michael McKenzie
Mrs. Lisa McKhann and Mr. Peter A. Krieger
Dr. Susan McKinnon
Mrs. Stana McKitrick and Mr. Daniel McKitrick
Miss C. Ellen McKnight
Ms. Susan McMurray and Mr. Wells McMurray
Dr. and Mrs. Richard H. Meadow
Dr. Melville M. Mercer, Jr.

Ms. Mary Meredith*
Mr. Daniel Merians and Mrs. Elizabeth Bradley
Dr. Sally E. Merry
Dr. Michael Messner and Dr. Pierrette Hondagneu-Sotelo
Miss Donna L. Michalski
Ms. Julienne M. Michel ‡
Mr. William A. Miller
Dr. Barbara J. Mills and Dr. T.J. Ferguson
Mr. and Mrs. Ralph Milnes
Mr. and Mrs. Timothy Mitchell*
Mr. and Mrs. Richard Moe
Ms. Susy Moesch
Mr. Henry Monahan*
Mr. Edward P. Monte*
Ms. Margaret Mooney
Mr. and Ms. Michael Moquin
Mr. and Mrs. David J. Morehead
Dr. Mark Moritz*
Mr. Jackson L. Morris
Mrs. Beverly Morris and Mr. Michael Morris
Mrs. Patricia S. Morris
Patricia D. Morris
Mr. and Mrs. Steve Moyer
Ms. Rebecca Mudge
Chandra Mukerji
Werner Muller*
Ms. Ann M. Mumford
Mr. Donald Murphy and Ms. Joan Turner*
Mr. James Murphy and Mrs. Roxanne Howe-Murphy
Mr. Terrence V. Murphy
Mr. Philip Musser and Dr. Carol MacLennan
Mrs. Linda Y. Muzio
Mr. and Mrs. Todd Myers
Mr. and Mrs. Fred Nathan
Mr. and Mrs. Robert H. Neill
Mr. and Mrs. Douglas L. Nelson
Mr. David G. Noble and Ms. Ruth Meria
Ms. Dorothy Noe
Ms. Nancy R. Nofield
Dr. Marilyn Norcini
Mr. and Mrs. John Nuru-Holm
Dr. Andra Nyman and Mr. Paul Fink
Mr. Peter Ogilvie and Ms. Susan H. Bell
Ms. Rachel O'Keefe

Ms. Debra Olinger
Mr. Kent R. Olson
Ms. Susan Opdycke*
Dr. Sherry B. Ortner
Mr. Alan C. Osborne and Ms. Connie Eichstaedt
Ms. Linda Osborne
Dr. and Mrs. Dennis O'Toole
Mr. and Mrs. William C. Overstreet ‡
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Mary Lou and Alex Padilla
Dr. Ann M. Palkovich
Dr. Dianne Parrotte and Mr. Patrick Lysaght
Mr. and Mrs. John Pasch
Mr. J. Michael Pearce and Mrs. Margaret M. Page
Mr. Robert H. Pease
Robert Pennetta
Ms. Lucinda Pennington*
Mr. Lee Peters
Michael and Cindi Pettit
Ms. Denise Phetteplace*
Ms. JoAnn Phillips
Dr. Vincent Pigott and Ms. Susan Howard
Ms. Jean Pike
Mr. William Plitt
Dr. and Mrs. Stephen E. Plog
Dr. Leon J. Podles
Mr. and Mrs. Edward E. Poliakoff
Ildy and Gary Poliner
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Ms. Susan P. Pool
Mr. Dan Potter and Ms. Nancy Gilkyson
Mr. Greg Powell and Mrs. MaLin Wilson-Powell*
Dr. Willow R. Powers
Mrs. Lauren E. Prescott and Mr. Larry W. Prescott
Mr. and Mrs. Douglas J. Preston
Dr. Robert W. Preucel and Ms. Leslie Atik
Mrs. Lois O. Price and Mr. Grover C. Price*
Amanda Proll
Ms. Louisa Putnam*
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Mr. George S. Quillan
Deborah and Jim Quirk
Ms. Gail A. Rachor

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Mr. Marcus Randolph and Ms. Merrilee Caldwell
Mr. and Mrs. Edward R. Ranney
Ms. Bettina Raphael
Mr. and Dr. Jack Ratliff
Ms. Crennan M. Ray
Ms. Susan G. Raymond
Dr. Peter Redfield and Dr. Silvia Tomaskova
Mrs. Susan Reed and Mr. Jack Reed*
Mr. Gary Reger
Mrs. Linda Regnier and Mr. Jim Regnier
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Dr. J. Jefferson Reid
Mrs. Karla Rendu and Dr. Jean-Michel Rendu
Mrs. Susan Reutern and Mr. Ken Prokuski
Dr. Helena Ribe
Mr. Jerry Richardson
Ms. Judy Richardson*
Mrs. Kathleen Richarme and Mr. Michael Richarme*
Dr. Anthony Ricketts
Mr. Ronald E. Rinker*
Dr. Robert C. Ritchie and Dr. Louise N. Ritchie
Julie S. Rivers
Ms. Patricia Roach
Mr. and Mrs. Don L. Roberts
Mr. and Mrs. James W. Robins
Ms. Rebecca E. Robinson*
Ms. Roberta Robinson and Dr. Roger Carasso
Dr. Ross Rocklin and Mrs. Joan C. Affleck
Dr. Sylvia Rodriguez
Ms. Cheryl K. Rofer
Ms. Dorothy Rogers
Mrs. Elizabeth B. Roghair and Mr. James Roghair
Mr. Daniel A. Roller and Ms. Susan Elrod
Dr. Lawrence Rosen
Dr. and Mrs. Steven Rosenberg
Dr. Karen R. Rosenberg and Dr. Thomas R. Rocek
Kevin Rowe and Irene Vlitos Rowe
Mr. and Mrs. Bernard Rubenstein*
Louise Rubin
Mr. and Mrs. John M. Rubio
Ms. Patricia A. Rudy-Baese
John and Mary Ruminer
Prof. Curtis N. Runnels and Dr. Priscilla Murray
Ms. Maureen Russell*
Ms. Erma Ruth*
Drs. Jeremy and Paula Sabloff
Ms. Karren Sahler*
Dr. and Mrs. Marshall Sahlins
Ms. Christine Salem
Prof. Marni A. Sandweiss
Mrs. Betty R. Santandrea and Mr. Robert P. Santandrea*
Ms. Pamela Saunders-Albin
Mr. and Mrs. William L. Sauter
Mr. and Mrs. Anthony Sawtell
Dr. Vernon L. Scarborough and Ms. Pat Mora
Ms. Jean M. Schaumberg
Mr. William Schenck and Ms. Rebecca Carter
Dr. Bambi Schieffelin*
Mr. Daniel Schiller and Dr. Susan G. Davis
Mrs. Jill Schimpff and Mr. Warren K. Schimpff
Norma Lee Schmidt
Mr. and Mrs. Edward J. Schneider
Mr. Fred Schott
Ms. Mary E. Schruben
Mr. Michael Schulte*
Mr. Hugh Schwartz
Mrs. Nita J. Schwartz
Ms. Jean Schwartz
Dr. Sascha Scott and Dr. Kevan Edwards
Mr. Michael Scott and Mr. Randi Scott
Dr. Richard H. Seager
Mr. and Mrs. Nicholas W. Seeds
Mrs. Barbara Seeley and Mr. Ted Seeley
Jana L. Seikel*
Mr. and Mrs. Robert W. Selden
Dr. Paul A. Shackel and Dr. Barbara Little
Mary Ann Shaening
Mr. and Mrs. Paul Shafer
Dr. Jason S. Shapiro
Ms. Patricia L. Sharpe
Mr. and Mrs. Scott Sheffield*
Mrs. Betsy Shillinglaw and Mr. Tom Shillinglaw
Mr. and Ms. Jeff Shulkin*
Ms. Joy Silha and Mr. Ed Khmara
Dr. and Mrs. Richard Sisson
Nat and Rebecca Sloane*

Mr. and Mrs. Ed S. Smida
Dr. and Mrs. Ronald G. Smith
Mr. and Mrs. Brian Smith
Mr. Gregory A. Smith*
Mr. James E. Snead
Mr. and Mrs. David Soifer*
Ms. Amy Sommer and Mr. Richard Sommer
Mr. Robin Sommers
Prof. Sherill Spaar
Ms. Joan Spalding
Dr. and Mrs. Bert Spencer
Ms. Sarah C. Spencer and Mr. Don Winkelmann
Dr. Nicholas Spitzer and Mrs. Margaret Howze
Mrs. Lynne Spivey
Mr. and Ms. Douglas Sporn
Ms. Joyce Spray*
Dr. and Mrs. R. Brad Stamm
Mrs. Mara B. Statnekov and Mr. Daniel K. Statnekov
Mr. and Ms. Robert Steers*
Ms. Susan L. Steinhauser and Mr. Daniel B. Greenberg
Linda Stephens
Mr. and Mrs. Edd Stepp
Mrs. Renee Stevens and Mr. Larry Stevens*
Mr. Gerald G. Stiebel and Ms. Penelope Hunter-Stiebel
Erin Stiles*
Mr. Kenneth E. Stilwell
Dr. Paul A. Stoller
Mr. and Mrs. Samuel Stone
Mr. Michael Stone and Ms. Patricia Grodd
Dr. David E. Stuart and Dr. Cynthia M. Stuart
Drs. Kathleen and Mark Sublette
Mrs. Laura Sullivan and Mr. Terry Sullivan
Ms. Kate Sunderland*
Dr. and Mrs. Alan Swedlund
Ms. Barbara Swenson
Mrs. Elisabeth Sykes and Dr. Vick Thomas
Dr. Joyce M. Szabo
Dr. Christine Szuter
Ms. Judith Tarbet
Prof. and Ms. Richard Taub
Courtney and Scott Taylor
Mr. John Taylor and Mrs. Elizabeth Carson Taylor
Mr. Tom Taylor*
Mr. and Mrs. Hunter Temple
Mr. and Mrs. Arnold Tenenbaum
Ms. Kristin Thacher
Ms. Sara Thaves*
Mr. Douglas R. Thayer
Cissy L. Thompson
Mr. and Mrs. Grant P. Thompson
Ms. Lore Thorpe
Ms. Suzanne Timble
Mr. Ralph J. Tingle
Sharon and Gene Tison
Dr. H. Wolcott Toll
Ms. Cynthia Torcasso
Mr. and Ms. Joseph K. Treat
Dr. Wenda R. Trevathan and Dr. Gregg Henry
Dr. and Mrs. Carl E. Trinca
Dr. James Trostle and Dr. Lynn Morgan
Mr. Nathaniel Troy*
Mr. and Mrs. Bill Trujillo
Cynthia and Howard Turner
Ms. Leslie A. Turner
Mr. and Mrs. James L. Unger
Dr. Jacqueline Urla
Ms. Lesley Urquhart*
Dr. Daniel Usner, Jr.
Mr. Brian Vallo
Mrs. Margaret Van Brunt Rymar
Mrs. Jean Van Camp and Mr. Richard Van Camp
Dr. and Mrs. Lloyd Van Horn
Dr. Carla Van West and Mr. Roger Irwin
Michael and Laurie Vander Velde
Mr. and Mrs. John J. Vazquez
Mr. and Mrs. Peter Vennema
Dr. Sally W. Vernon
Mr. and Mrs. Chuck A. Vidal
Mr. and Mrs. Thomas Vitro*
Mrs. Betty M. Vortman
Mr. and Mrs. Garret Vreeland
Ms. Sandra C. Waldo
Ms. M. P. Walker
Ms. Mary Walker
Ms. Pamela Walker
Ms. Nancy Walkup and Mr. William Yarborough
Mr. Andrew M. Wallerstein and Ms. Mary C. Sloane
Mrs. Valorie Walters

Ms. EmmaAnne Ward*
 Ms. JoAnn Ward
 Dr. and Mrs. John A. Ware
 Mr. and Mrs. Alan Watson
 Mr. and Mrs. Christopher Watson
 Mr. John Watson
 Mayor Alan Webber and Ms. Frances Diemoz*
 Dr. and Mrs. Steven Weiner
 Ms. Mona Weinreis
 Ms. Heather Weir*
 Mr. and Mrs. Brian Weiss*
 Ms. Natalie P. Wells
 Ms. Abigail J. Westwood*
 Ms. Wilma Wetterstrom
 Mr. William Whaley*
 Mr. Peter T. White
 P. Newton White and Dana Waldon
 Ms. Emmi Whitehorse and Mr. Mark Bahti*
 Paul and Carole Widick
 Prof. Nancy Wilkie and Mr. Craig H. Anderson
 Mark and Jane Williams*
 Michael D. and Mary Louise Williams
 Mr. James Williams*
 Dr. Gail C. Winkler and Dr. Roger W. Moss, Jr.
 Dr. Deborah Winslow
 Mrs. Nancy M. Wirth
 Hugh and Barbara Witemeyer*
 Mr. and Mrs. John Withers
 Dr. Lynne Withey and Mr. Michael Hindus
 Mr. Charles Witke and Ms. Aileen Gatten
 Ms. Rachel Wixom
 Mrs. Sylvia Wohlmutter
 Dr. Arthur H. Wolf and Ms. Holly M. Chaffee
 Miss Rita S. Wood
 Dr. and Mrs. Benjamin L. Woodbury
 Ms. Mary Adams Wotherspoon
 Mr. and Mrs. Don Wright
 Mr. William P. Wright, Jr.
 Ms. Sharon C. Wright
 Dr. Lois Yellowthunder
 Dr. and Mrs. Norman Yoffee
 Mr. and Mrs. David Young*
 Mr. John Zachman

Dr. Ann Marie Zaharlick
 Susan Kennedy Zeller
 Ms. Linda Zwick

Corporations/Foundations

Adobe Gallery*
 Andrea Fisher Fine Pottery*
 Blue Rain Gallery*
 Century Bank
 Delphia Consulting, LLC*
 Ethel-Jane Westfeldt Bunting Foundation
 First National 1870
 Frances and Benjamin Benenson Foundation*
 Hobbs, Straus, Dean & Walker, LLP*
 Institute of American Indian Arts Foundation*
 International Artist*
 JustGive
 King Galleries*
 Lannan Foundation
 Lyn A. Fox Fine Historic Pottery Inc.*
 New Mexico Bank & Trust*
 New Mexico Humanities Council*
 Newman's Own Foundation
 Objects of Art Show, LLC*
 Oklahoma City Community Foundation
 Pajarito Scientific Corporation
 Paloheimo Foundation
 Positive Energy, Inc.*
 Presbyterian Healthcare Foundation
 Pueblo of Pojoaque*
 Santa Fe Community Foundation
 Santa Fe Preparatory School
 Shiprock Santa Fe
 Stewart & Constance Greenfield Foundation
 The Frost Foundation, Ltd.
 The Mill Foundation
 Thornburg Investment Management

FY18 Business Sponsors as of June 30, 2018

Business Name	Gift Amount	Gift Reference
Pueblo of Pojoaque	\$ 5,000.00	Business sponsorship for IARC 40th Anniversary Event; check from Buffalo Thunder, Inc.
Pajarito Scientific Corporation	\$ 5,000.00	Pledge for business sponsorship of 2018/2019 public lecture series
Thornburg Investment Management	\$ 5,000.00	Pledge of sponsorship for 2018/2019 lecture series
Presbyterian Healthcare Foundation	\$ 2,500.00	Sponsorship for Kolbert lecture on 6/1/18
Dan Merians & Tamara Bates, UBS Financial Services	\$ 2,500.00	2018-2019 Lecture Series
Blue Rain Gallery	\$ 1,500.00	Sponsorship for IARC 40th Anniversary
Bank of Albuquerque	\$ 1,500.00	2018-2019 Lecture Series
Andrea Fisher Fine Pottery	\$ 1,233.08	General support for IARC, from AAFP 25th anniversary sale
New Mexico Bank & Trust	\$ 1,000.00	Business sponsorship for 2018-19 lecture series, check from Heartland Financial USA Inc.
Adobe Gallery	\$ 1,000.00	Sponsorship for IARC 40th anniversary event
King Galleries	\$ 1,000.00	Sponsorship pledge for IARC 40th Anniversary event on June 22, 2018
Sunpower by Positive Energy	\$ 1,000.00	Sponsorship for Kolbert lecture on 6/1/18
Medicine Man Gallery	\$ 1,000.00	Sponsorship for IARC 40th Anniversary
Daniels Insurance, Inc.	\$ 1,000.00	2018-2019 Lecture Series
Delphia Consulting, LLC	\$ 600.00	Donation from Payroll Company
Hobbs, Straus, Dean & Walker, LLP	\$ 600.00	Sponsorship of All Pueblo Council of Governors meeting hosted on 10/19/17
Walter Burke Catering	\$ 500.00	2018-2019 Lecture Series; \$500 cash, \$500 in-kind for Dr Atomic event
Santa Fe Preparatory School	\$ 500.00	Business Contributor
First National 1870	\$ 500.00	Business sponsorship for 2018/2019 lecture series; payment by ACH to SAR account on 4/6/18
Century Bank	\$ 500.00	Sponsorship for IARC 40th Anniversary

Business Name	In-Kind Amount	Gift Reference
Santa Fe AV	\$ 5,000.00	Partial donation of AV services for IARC 40th event
Adobo Catering	\$ 5,000.00	Pledge for sponsorship of 2017/2018 Lecture Series
Santa Fe Dining, Inc.	\$ 2,500.00	Gift card from Santa Fe Dining (Jerry Peters)
Albuquerque Tents	\$ 1,500.00	Partial donation of tent services for IARC 40th event
Occasion Services & Events	\$ 1,500.00	Partial donation of event planning services for IARC 40th event
Casa Nova Catering	\$ 1,500.00	Partial donation of catering services for IARC 40th event
Inn on the Alameda	\$ 1,320.00	Lodging for Elizabeth Kolbert, speaker at the President's Lecture at the Lensic on 6/1/18
KUNM 89.9 FM	\$ 1,155.00	Donated radio time
Violet Crown	\$ 1,000.00	Donated screen time
KSFR 101.1	\$ 875.00	Donated radio time
Richard White Enterprises	\$ 700.00	Partial donation of auction services for IARC 40th event
Ink & Images Inc.	\$ 500.00	Donation of cost to prepare and mail SAR NOW newsletter
Santa Fe Spirits	\$ 232.00	Donation of a case of apple brandy for the Neighbor hood Holiday party to be held on 12/20/17

Pending/Potential Business Sponsors for FY19	Amount	Purpose
Zia Trust	\$ 2,500.00	2018-2019 Lecture Series
DECLINED: Berardinelli Family Funeral Service	\$ 2,500.00	2018-2019 Lecture Series/Chamber Event
DECLINED: Descartes Lab	\$ 2,500.00	2018-2019 Lecture Series
DECLINED: Coronado Paint & Decorating	\$ 1,000.00	2018-2019 Lecture Series
Plaza Hardwood	\$ 1,000.00	2018-2019 Lecture Series
DECLINED: George Watson	\$ 1,000.00	2018-2019 Lecture Series
DECLINED: Form & Concept	\$ 1,000.00	2018-2019 Lecture Series

FY 2018 - 2019 Grants Submissions Calendar (June 1, 2018 - June 30, 2019)				
Funder	Application Month/Year	Date Submitted	Projected Amount	Amount Received
Andrew W. Mellon Foundation: Scholar Programs Latino Studies Fellowships	June 2018 (proposal)	6/27/18	\$419,616	
Sidney Stern Memorial Trust: SAR Press	June 2018 (proposal)	4/23/18	\$5,000	
Bank of Albuquerque: Creative Thought Forum	June 2018 (proposal)	5/3/18	\$2,500	\$1,500
Frost Foundation: IARC Education	June 2018 (LOI); September 2018 (proposal)	6/1/18	\$15,000	
Paloheimo Foundation: PR & Marketing & Campaign Readiness Assessment	July 2018 (proposal)	7/18/18	\$80,000	
McCune Foundation: Educational Outreach & Programming campus wide	September 2018 (proposal)		\$25,000	
Anne Ray Foundation: IARC Conservation/Collections	September 2018 (pre-concept); December 2018 (concept); March 2019 (proposal)		\$246,000	
Anne Ray Foundation: IARC Intellectual Training	September 2018 (pre-concept); December 2018 (concept); March 2019 (proposal)		\$260,000	
Vera R. Campbell Foundation: Scholar Programs Advanced Seminar	November 2018 (proposal)		\$25,000	
Lannan Foundation: Scholar Programs Indigenous Writer in Residence	November 2018 (proposal)		\$15,000	
Ethel-Jane Westfedlt Bunting Foundation: Summer Salons	November 2018 (proposal)		\$10,000	
NEH Sustaining Cultural Heritage Collections: IARC Planning re: Conservation Strategies	December 2018 (proposal)		\$50,000	
Newman's Own Foundation: Public Lecture Series	February 2019 (proposal)		\$10,000	
Mill Foundation: Scholar Programs	March 2019 (proposal)		\$30,000	
Sidney Stern Memorial Trust: SAR Press	June 2019 (proposal)		\$5,000	
Total Requests			\$1,198,116	\$1,500



**DEVELOPMENT PLAN
(Summary)**

FY 2018-2019

	Goals
Goal 1	Build capacity for maximum fundraising success.
Goal 2	Increase revenue from annual fund and membership.
Goal 3	Strengthen major gifts and planned giving programs.
Goal 4	Determine readiness for a comprehensive campaign.
Goal 5	Heighten the profile and public awareness of SAR and its importance (work with Dir. of Public Programs and Communications)
Goal 6	Increase grant support from foundations and corporations (work with VP of Administration and Finance/ Grants Manager)

Goals, Objectives, and Strategies	
Goal 1	Build capacity for maximum fundraising success.
Objectives	1.1 Work with current staff to optimize team performance.
	1.2 Increase the efficiency of RE database (RE NXT) and work to maximize its capabilities.
Goal 2	Increase revenue from annual fund and membership.
Objectives	2.1 Create and implement integrated plan for both mail and e-mail appeals for end of year as well as for spring campaigns to reach diverse constituencies and increase numbers of donors as well as amount of donations (8.5% increase).
	2.2 Expand alumni giving program by 30%.
	2.3 Improve offerings for members including lectures, field trips, classes, campus tours, etc.
	2.4 Improve recruitment strategies and attract new members, increase by 11%.
	2.5 Improve retention strategies of existing members.
	2.6 Increase level of support from business sponsors to support public programs and sponsor events.
	2.7 Expand annual giving through fundraising events.
Goal 3	Strengthen major gifts program and planned giving program.
Objectives	3.1 Identify top prospects and develop individualized strategies to cultivate and solicit major gifts (\$2,500+).
	3.2 Continue to increase membership in El Delirio Legacy Circle.
	3.3 Plan events to help steward current major donors and cultivate new major gift and board prospects.
	3.4 Continue to involve Board in major and planned giving/ legacy program.
	3.5 Work with Board Nominating Committee to identify new Board prospects.
Goal 4	Determine readiness for a comprehensive campaign.
Objectives	4.1 Conduct a pre-campaign readiness assessment for implementation of the campus master plan.

	4.2 Develop a draft case for support for the comprehensive campaign.
Goal 5	Heighten the profile and public awareness of SAR and its importance. (work with Dir. of Public Programs and Communications)
Objectives	5.1 Communicate the importance of SAR to current and prospective donors/ members.
	5.2 Continue to offer high quality programs for the general public to attract new audiences/ donors/members to SAR.
	5.3 Better understand audience(s) and impact of SAR.
	5.4 Maximize use of website for more effective communications and online fundraising.
Goal 6	Increase grant support from foundations and corporations.
Objectives	6.1 Assess current grant procedures and establish a new Grants Management System with management tools (2 Excel spreadsheets: 1 for active grants and 1 for planning & monitoring new & renewal grant submissions for the fiscal year) by May 16, 2018.
	6.2 Identify and connect with ten new funders and develop and submit two proposals by June 30, 2019, with an emphasis on securing unrestricted funding.
	6.3 Determine the most appropriate and cost-effective grant searching tool by evaluating our current Foundation Source and Grant Station databases and comparing them with the free Foundation Center Database at the Santa Fe Community Foundation by December 3, 2018.
	6.4 Assist the VPFA with developing and submitting a Federal government Indirect Cost Rate proposal by November 1, 2018.



ANNUAL REPORT OF THE GOVERNANCE AND NOMINATING COMMITTEE
SCHOOL FOR ADVANCED RESEARCH
July 2018

Members of the Governance and Nominating committee for the year ended August, 2018 were: Elizabeth Roghair, class of 2019, Chair; Dorothy Bracey and Lynne Withey, class of 2018; Joe Colvin and Meg Lamme, class of 2019, and Ned Blackhawk, Brian Foster and Greg Smith, class of 2020. Michael Brown served ex officio as President/CEO.

BOARD DEVELOPMENT:

Nominations and Membership

The news is good when it comes to board development, with the stability afforded by our no-longer-new CEO Michael Brown. It is no longer so difficult to generate interest in serving on the SAR board, as our work is becoming better known and efforts to build membership and participation in public events are raising our profile. We have developed a robust list of prospects.

Board size has been a key issue as our numbers fell close to the minimum size required by the bylaws (15) in 2016. The size of the board is important for diversity of talents and viewpoints and for providing and procuring financial resources, so the committee established a long-term goal of bringing the board to a stable level at least 25 members, with four first-term and four second-term members in each class, plus the President/CEO. Very few new members had added from 2014-2016, and we had several resignations, so there has been a shortage of members available to sit for a second term. This has necessitated adding more than four members in the last three new classes.

Going into the summer 2017 meeting, membership stood at 19. Six were elected at that meeting and will serve until August 2020. Only one member of the class of 2017 (Don Brenneis), agreed to serve a second term. One from the Class of 2019 (Tim Evans) resigned due to the pressure of his work, having become partner in his law firm. Going into the summer 2018 meeting, we have 19 members.

Three from the Class of 2018 (Lynne Withey, Dorothy Bracey and Don Lamm) are termed out as of August 2019, reducing the number of continuing members to 16. The one first-term member of the class of 2018 (Marcus Randolph) is standing for re-nomination, and the committee is nominating five new board members for the class of 2021, three returning after a hiatus and two new to the board, bringing the total to 22.

Looking forward to 2019-2020, six members of the Class of 2019 will be eligible to be re-nominated, and the committee will seek to nominate four new members. From 2019 on, the board will begin to increase in size, and at a good time since plans are underway to undertake major renovations and new construction and a capital campaign is in a planning stage. This discussion has focused on numbers, but the committee seeks also to balance the talents and capabilities of its members, using the profile included in the Board Policies Manual.

Advisory Council

As of August 2017 the Advisory Council stood at four members; one (Jim Trostle) resigned and two are coming back on the board. The three retiring members of the Class of 2019 are proposed to be added, maintaining the number at four.

Board Orientation

A half-day orientation for the new members elected in August 2017 was held on February 22, 2018. (Although board members are elected in August, and immediately appointed to committees, their first official meeting as voting members is the February meeting). The agenda consisted of presentations by SAR staff and committee chairs on their respective areas of responsibility and informal discussions about board culture and practices.

BOARD POLICIES

The importance of non-profit governance has become more apparent as scandals have focused attention on the role of the board and both national and state governments have passed laws and issued regulations about board responsibilities and conduct. Two years ago, the committee embarked on an overhaul of SAR's board policies, with to goal of developing a concise document that articulates our strategic direction, board structure, governing principles, and the practices and parameters by which the Board and the CEO work together. The philosophy guiding our work has been the "policy governance model" articulated by John Carver in his highly regarded book, Boards that Make a Difference." Practical guidance on the form and application of Carver's model was gleaned from Laughlin and Andriga's Good Governance for Nonprofits. The initial work is now complete.

Several sections of the new Board Policies Manual (BPM) were approved during the 2017 board year, and the full document, including some changes in those initial sections, will be presented for approval at the August 4 board meeting. Exactly 20 pages, it is as concise as we had intended. "Complete" doesn't mean finished forever, though. The manual's introduction describes the process of using and continuously amending and improving the policies, and it will be up to this committee to lead that effort, guiding board and staff in the application of the policy governance model. Not a static document, the BPM is expected to change and members may anticipate an ongoing focus on how the policies are working and how they need to be molded as the organization evolves.

BOARD MEETING EVALUATIONS

At each meeting, the Governance and Nominations committee circulates a brief questionnaire asking attendees to evaluate the meeting itself - the use of time, meeting format, quality of materials and presentations, use of consent agenda, and the individual's rating of his or her own preparation and participation in the meeting. The results were compiled and shared with the chair on an anonymous basis. Comments have had an effect on meeting planning, and ratings are continuously improving over the past several years.

I have enjoyed the challenge and engagement with members during my service as committee chair, and am delighted to be turning over the chair to Jerry Sabloff, who brings experience and wisdom to the role.

Elizabeth B. Roghair
July 18, 2018



Board Policies Manual for the School for Advanced Research

Note: This version of the BPM was approved by the board on [August 4, 2018]. It supersedes all versions of ongoing board policies that may have been previously adopted.

Part 1: Introduction and Administration

This part of the BPM is proposed for adoption at the August 4, 2018 board meeting

This Board Policies Manual (BPM) contains all of the current standing (ongoing) policies adopted by the board of the School for Advanced Research as of August 3, 2018 ¹

1.1 *Reasons for Adoption.* The reasons for adopting this BPM include:

- Convenience of having all ongoing board policies in one place
- Having a simple way to orient new board members to current policies
- Elimination of redundant or conflicting policies that may have accumulated over time
- Providing clear guidance to the President/CEO and staff
- Modeling an approach to governance that reflects the board's standards and values.

1.2 *Consistency.* Each policy in this document is expected to be consistent with the law, SAR's Articles of Incorporation and SAR's bylaws, all of which have precedence over these board policies. Except for time-limited or procedural board decisions which are recorded in regular board minutes (such as approvals of minutes, elections of officers, etc.), all standing policies shall be included or referred to by specific name in this document. The President/CEO is responsible for developing organizational and administrative policies and procedures that are consistent with the BPM.

1.3 *Transition and Conflict.* SAR's board has adopted this BPM section by section. As soon as each section has been voted on, it serves as "one voice" of the board and is deemed to supersede any past policy that might be found in old minutes unless a prior board resolution or contract obligates the organization with regard to a specific matter. If any actual or apparent conflict arises between the BPM and other policies or board resolutions, the matter shall be resolved either by the chair or by the entire board, as may be deemed appropriate.

1.4 *Changes.* These policies are meant to be reviewed continually and it is expected that they will be refined and modified. A review of the BPM to identify items that may need updating shall be a standing agenda item for the Governance and Nominations Committee. Changes may be proposed by the CEO, a committee, and any member of the board. In a proposal for a change, the existing language should be quoted; if language is recommended for deletion, it is shown in ~~strike through~~ format, while new language is underlined. In most cases, changes should be reviewed by the appropriate committee before being presented to the board through the Governance and Nominations Committee for action. After changes are adopted, a new version

¹ This date should be changed any time there is a revision or addition to the BPM.

document should be produced. The earlier versions should be archived for future reference.

1.5 *Guidelines for drafting new policies.* Each new policy will be drafted to fit within the appropriate part of the BPM. Policies not fitting any part may be added under a new section ("Other"). New policies should be drafted broadly at first, then clarified to the minimum level of detail that the board finds necessary to guide its future decisions, below which management has discretion as to implementation.

1.6 *Oversight Responsibility.* Responsibility for overseeing and implementation of particular parts and sections of the policy is as follows.

Part/Section	Oversight Committee	Implementation Authority
1. Introduction	Governance Committee	President and CEO
2. Organizational Essentials	Full Board	President and CEO
3. Board Structure and Process	Governance Committee	President and CEO
4. Board-CEO/Staff Relationship	Executive Committee	Chair/President and CEO
5. Executive Parameters		
5.1 General Guidance	Governance Committee	President and CEO
5.2 Finance	Finance Committee	President and CEO
5.3 Programs	AAA Committee	President and CEO
5.4 External Affairs	Development Committee	President and CEO
5.5 Audit and Compliance	Audit Committee	President and CEO

1.7 *Maintenance of Policies.* The secretary (with the help of the assistant secretary) shall ensure that all standing policies are recorded and published correctly, and that the policy file is maintained and updated immediately after each board meeting on the board intranet page, and included in the Board Resource Book.

Part 2: Organization Essentials

This part of the BPM is proposed for adoption at the August 4, 2018 board meeting

A principal role of the board is to provide strategic direction to the organization. The board may or may not be heavily involved in the strategic planning process, but whether it is or is not, it must own the overarching goals and ensure that the President and CEO stays focused on its implementation. Part 2 of the BPM sets the compass for the organization. The statements of “organizational essentials” establish the key themes of the organization, giving the board an opportunity to underscore the purpose, character, and strategic direction of the organization. They are the reasons that board members are willing to serve, staff members are willing to work, and donors are willing to give.

- 2.1 Our **vision** is to become the preeminent institution that simultaneously nurtures leading-edge social science and Native American artistic creativity. [Approved 2/2016]
- 2.2 Our **mission** is to support innovative research and public education through seminars, lectures, and residential fellowships focused on the comparative, historically informed study of human societies; promote Indigenous creativity through artist residencies; and stewards one of the world’s finest research collections of Southwest Native American art. [Approved 2/2016]
- 2.3 *The **values** that guide everything we do are our commitment: to creativity, collaboration and innovation through transformational scholarship, research and outreach on a broad range of issues, and to the study and practice of Native American arts, both historic and contemporary. SAR’s institutional culture is intimate, highly interactional and respectful of the integrity of arts and scholarship.*
- 2.4 The board understands SAR to be **accountable** to the following: *its board members; its donors (past and present); its scholar and artist alumni; its members; legally, to the Secretary of State and Attorney General of the State of New Mexico, and to the disciplines of anthropology and related social sciences.*
- 2.5 *The primary **beneficiaries** of our services are academe (broadly); people with interest in both historic and contemporary Native arts; scholars pursuing research topics consistent with SAR’s goals and standards; Native peoples/communities and artists, both in North America and beyond; the larger public, especially in Santa Fe and the rest of New Mexico, but increasingly national; SAR “alumni”.*
- 2.6 The major **general functions** of the organization and the approximate percentage of total effort that is expected to be devoted to each, as reflected in the FY 2018 budget, are Scholar Programs (including SAR Press), 48%; the Indian Arts Research Center, 38%, and Public Programs, a refocused program emphasis, 13%. *Source: data provided by VPFA from 2017 audit and 2018 budget]*
- 2.7. **Strategic plans.** The board is expected to think strategically at all times. The President is expected to develop a strategic plan based on the polices in this BPM; to update the plan as necessary; to link major activities in the plan to the relevant sections of this BPM, and provide

the plan to the board for its information by *August* of each year.

2.7.1. Most Recent Strategic Plan.

The most recent strategic plan, covering the fiscal years 2018-2022 is dated January 31, 2017 and updated April, 2018 and is posted on the Board web page. Overarching goals are described in Section 2.8 and specific goals are listed in Section 2.9.

2.7.2 Overarching Organizational Goals. The major organizational goals for the years 2017-2022 stated by management in the most recent strategic plan are:

- (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.

Part 3: Board Structure and Process

Adopted by the Board on February 24, 2018

This version has a change on page 10, the ideal board profile

3.1 Governing Style. Recognizing its governing, fiduciary and advisory responsibilities, the Board has adopted a policy (“hands off”) governance model. It retains some characteristics of an advisory board, providing the President with both programmatic and business advice. It also accepts an element of a patron board, in that it expects its members collectively to provide a substantial portion of those revenues SAR must receive from individual giving in order to meet its operating expenses.

The Board attempts to maintain an outward, strategic vision rather than a preoccupation with administrative detail, encourages diversity in viewpoints, recognizes the difference between board and staff roles, and anticipates rather than reacts to the unavoidable need for changes in policies and plans. In this spirit, the board will:

3.1.1 Discipline. Enforce upon itself and its members such discipline as is needed to govern with diligence and a steady and clear focus on SAR’s mission. Discipline shall apply to matters such as attendance, respect for defined roles, speaking to both management and the public with one voice, and self-policing of any tendency to stray from the governance structure and processes adopted in these board policies.

3.1.2 Accountability. Demonstrate through its decisions and actions accountability to those persons and institutions that have a stake in SAR’s success in accomplishing its mission as well as to the general public for competent, conscientious, and effective accomplishment of its obligations as a body. It will not allow any officer, member, or committee of the board to usurp its role as a body or hinder this commitment.

3.1.3 Effectiveness. Ensure the continuity of its governance functions by selection, orientation, training and evaluation of directors as well as the board’s own processes and performance. The board, not the staff, will be responsible for board performance. The board must balance its need to fulfill its fiduciary and legal responsibilities with its commitment to keep its actions at a strategic level.

3.1.4 Initiative. Be an initiator of policy, not merely a reactor to staff initiatives.

3.2 Board Job Description. The job of the board is to lead the organization toward the desired performance and ensure that such performance occurs. The board’s specific contributions to the leadership of the organization are those that are unique to its directorship role. To perform its job the board shall:

3.2.1 Determine the mission, values, strategies, and major goals/outcomes, and hold the CEO accountable for developing a strategic plan based on these policies.

3.2.2 Determine the parameters within which the CEO is expected to achieve the goals/outcomes.

3.2.3 Monitor the performance of the organization in achieving its goals, within the executive parameters.

- 3.2.4 Maintain and continually improve all policies of the board specified in this BPM.
- 3.2.5 Select, fairly compensate, nurture, evaluate annually, and, if necessary, terminate the board's sole agent, the President and CEO.
- 3.2.6 Ensure financial solvency and integrity through policies, actions and behavior
- 3.2.7 Require periodic financial and other external audits to ensure compliance with the law and with good practices.
- 3.2.8 Evaluate and constantly improve our board's performance as the governing board, and set expectations for board members' involvement in activities other than specific governance functions, such as participation in fundraising and event attendance.

3.3 **Board Member Criteria.** In nominating members for the board, the board's Governance and Nominations Committee shall be guided by the board profile that is kept current in the Board Reference Book. *[Template included at the end of this section]*

3.4 **Orientation.** Prior to election, each nominee shall be given this BPM along with briefings on the role of the board, its officers and staff as well as an overview of programs, finances, and plans. Soon after election, each new board member will be provided with more comprehensive orientation material and training.

3.5 **Role of the Board Chair.** The primary job of the chair is to maintain the integrity of the board's processes. The chair "manages the board" and is the only board member authorized to speak for it, other than in rare and specifically board-authorized instances.

The chair ensures that the board behaves in a manner consistent with its own rules and those legitimately imposed upon it from outside the organization. Meetings will address those issues that clearly fall within the board's scope of responsibilities.

The chair has no authority to make decisions beyond policies created by the board. The decision-making authority of the chair consists only in those decisions that fall within and are consistent with any reasonable interpretation of board policies in parts 3 and 4 of this BPM. Therefore, the chair has no authority to supervise or direct the CEO's work, but is expected to maintain communication with, offer advice to and provide encouragement to the CEO and staff on behalf of the board.

3.6 **Board Meetings.** Board events will often include time not only for business sessions, but also for guest presenters, interaction with staff and beneficiaries, and social activities. Policies that are intended to improve the process for planning and running meetings follow:

3.6.1 The schedule for board meetings shall be set two years in advance.

3.6.2 The CEO shall work with the chair and the committee chairs in developing agendas that shall be mailed (or emailed) to all board members approximately two weeks in advance of board meetings, and also posted in the board page of SAR's intranet.

3.6.3 Minutes and the updated BPM shall be sent to board members within 45 days of board meetings.

3.6.4 Regular board meetings shall be held two times a year in the months of February and August. The February meeting shall include a review of the performance of the CEO. The August meeting shall include a review of the organization's programs and finances for the past year as well as planning and budgeting for the upcoming year. Special meetings of the board can be called according to the bylaws, which provide that either the Chair or three directors (by written request) can call a special meeting.

3.6.5 The Governance and Nominations Committee shall prepare a meeting evaluation form for completion by each board member attending a board meeting. The Governance committee shall review, analyze and summarize the results and report them to the board chair within 60 days of the board meeting.

3.7 Standing Committees. As provided by the Bylaws, there shall be an Executive Committee and committees for Board Governance and Nominating, Audit, Finance, Development, and Academic and Artistic Affairs. The Governance and Nominating Committee shall make recommendations as to committee membership and leadership. The Board shall adopt charters for each committee, with the exception of the Executive Committee whose responsibilities and limitations are defined in the Bylaws. The most recent version of each of the other committees' charters is incorporated into this BPM.

3.8 Advisory Groups, Councils and Task Forces. To increase its knowledge base and depth of available expertise, the board supports the use of groups, councils, and task forces of qualified advisors. The term "task force" refers to any group appointed by the CEO or the chair to assist him or her in carrying out various time-limited goals and responsibilities. Although either the chair or the CEO may form a task force, he or she shall notify the board of its formation, purpose, and membership within 10 days of its formation. The CEO may assign a senior staff member to support advisory groups.

The board and/or CEO have established the following advisory groups:

3.8.1 Campus master plan task force, whose purpose is to advise on the procurement and review of the work of an architect/site planner.

3.9 Board Members' Code of Conduct. The board expects of itself and its members ethical and businesslike conduct. Board members must offer loyalty to the interests of the entire organization, superseding any conflicting loyalty such as that to family members, advocacy or interest groups, and other boards or staffs of which they are members. Board members must avoid any conflict of interest with respect to their fiduciary responsibility and must abide by the limitations imposed by the IARC Collections Policy. There must be no self-dealing or conduct of private business or personal services between any board member and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to "inside" information.

The board will make no judgments of the CEO or staff performance except as the performance of the CEO is assessed against explicit board policies and agreed-upon performance objectives.

Each board member is expected to complete and sign an Annual Affirmation Statement, which covers, among other things, board conflicts of interest, in accordance with the laws of New Mexico that govern not-for-profit organizations, and other expectations of board members.

Board members make the following affirmation:

- that I believe in our mission and programs will continue to support board and staff leadership and invest my time, talent, and treasure to the best interests of the organization;
- that I will be continue to be an active board member and attend all board and committee meetings unless I notify the chair in advance of a major conflict;
- that I am committed to preparing for and attending the scheduled meetings of the board and committees;
- that during my term on the board I will arrange my giving priorities so that I am able to be a generous donor, recognizing that major donors, foundations, and other donors have the expectation that the Board of Directors will be part of the "most highly committed" group of donors. In addition, I affirm that, as I am able, I will seek to influence generous giving from others whom I know.
- That I have read and agree to abide by the organization's Bylaws and Conflict of Interest Statement and the Board's policies as posted on the SAR Board website and/or printed in the Board Policies Manual.
- That if I am unable or unwilling to continue to serve, attend meetings, and execute my responsibilities as a member of the Board of Directors, I will discuss my situation with the Board Chair. If we cannot resolve my issues, I will resign my position so that the board may have the benefit of the full support and committed time, talents and treasure of an active board member.

3.10 Board financial responsibility. Every board member is expected to be a donor of record in each calendar year. Barring pre-approved exceptions arranged with the Chair, each board member is expected to donate or cause to be donated at least \$10,000 per year.

Board members are expected to pay their own transportation expenses to attend board and committee meetings. As space allows, rooms may be reserved without charge in the SAR seminar house.

Out-of-pocket expenses incurred by board members in the course of fulfilling board responsibilities can be submitted to the VP-Finance and Administration for written acknowledgement.

BOARD PROFILE FOR SELECTION OF NEW DIRECTORS

This tool is used to reflect the ideal profile for the membership of SAR's board. The Board's Governance and Nominations Committee will use this profile to assess the current board and target the search for new directors.

I. **EVERY** board candidate should:

- A. Be widely known in his community and profession as a person of integrity
- B. Have demonstrated in past or recently expressed his/her interest in and support for SAR or the general fields of anthropology, archeology, pre-history, regional history and Native American arts and cultures.
- C. Have served on at least one other nonprofit board of directors, or have equivalent governance experience.

II. As a **GROUP**, the entire board should eventually reflect this profile:

- A. Fairly reflect the primary constituencies of the organization
- B. Have more than token representation from minority groups associated with SAR's programs.
- C. At least half reside in the Santa Fe/Albuquerque area
- C. Have no more than 25% from any one professional/career category
- D. Have 2/3 capable of donating or obtaining at least \$10,000 annually; others shall be committed to work actively in one or more areas of Category III on behalf of SAR. All board members must make a meaningful, unrestricted annual contribution.

III. **EACH** individual director or prospective director should bring *at least one* of these attributes, in addition to meeting Category I criteria and helping the board meet Category II criteria. The Governance and Nominations Committee shall maintain a confidential list of current directors and prospective directors to note in the far right columns below (using initials or numbers) so directors can review and recommend potential board members.

	Our Ideal Board Profile Would Have at Least One Person in Each Category Below	Directors: Who brings what?	Prospects: Who brings what?
A.	Expert on anthropology, archeology, or history		
B.	Expert in nonprofit and/or New Mexico law		
C.	Expert in Native American or Latino Studies or Arts, including Native American art history and museum administration.		
D.	Expert in publishing		
E.	Current or former CEO or senior leader of a nonprofit organization		
F.	Expert in major donor fundraising and/or family foundations		
G.	Expert in public relations and media		
H.	Business/professional leader		
I.	Expert in large nonprofit organization finance, preferably a CPA		
J.	Expert in construction and building maintenance issues, and/or historic preservation		
K.	Person currently living or working among primary beneficiaries		
L.	Expert in endowment fund and institutional investments		
M.	Full or part-time resident of the greater Santa Fe community with social, political and/or and professional connections.		
N.	Board representative of an advisory group, if any were to be created.		

Part 4: Board-President/Staff Relationship

This part of the BPM was approved by the Board on August 5, 2017

4.1 Delegation to the President. While the board's job is generally confined to establishing high-level policies, implementation and subsidiary policy development are delegated to the President.

- 4.1.1 All board authority delegated to staff is delegated through the President, so that all authority and accountability of staff – as far as the board is concerned – is considered to be the authority and accountability of the President.
- 4.1.2 Organization Essentials policies (Part 2) direct the President to achieve certain results. Executive Parameters policies (Part 5) define the acceptable boundaries of prudence and ethics within which the President is expected to operate. The President is authorized to establish all further policies, make all decisions, take all actions and develop all activities as long as they are consistent with any reasonable interpretation of the board's policies in this BPM.
- 4.1.3 The board may change its policies during any meeting, thereby shifting the boundary between the domains of the board and President. This may change the latitude of choice given to the President, but so long as a particular delegation is in place, the board and its members will respect and support the President's choices. This does not prevent the board from obtaining outside information in the areas delegated.
- 4.1.4 except when a person or committee has been authorized by the board to incur some amount of staff cost for study of an issue, no board member, officer or committee has authority over the President. Only officers or committee chairs may request information from the staff. If such a request, in the President's judgment, requires a material amount of staff time or funds or is disruptive, it may be negotiated or refused.

4.2 Description of the Job of the President and CEO. As the President is the board's single official link to the operating organization, his or her performance will be considered to be synonymous with organizational performance as a whole. Consequently, the President's job contributions can be stated as performance in two areas: (a) accomplishment of the major organizational goals listed in Part 2, and (b) organization operations within the boundaries of prudence and ethics established in Executive Parameters (Part 5).

4.3 Communication and Counsel to the Board. The President shall keep the board informed about matters essential to carrying out its policy duties. Accordingly, the President shall:

- 4.3.1 Inform the board of relevant trends, anticipated adverse media coverage, and material external and internal changes, and particularly changes in the assumptions upon which any board policy has previously been established, always presenting information in as clear and concise a format as possible.
- 4.3.2 Relate to the board as a whole except when fulfilling reasonable individual requests for information or responding to officers or committees duly charged by the board.
- 4.3.3 Report immediately any actual or anticipated material noncompliance with a policy of the board, along with suggested changes or correction.

4.4 Monitoring **Executive Performance**. The purpose of monitoring is to determine the degree to which the mission is being accomplished and board policies are being fulfilled. Information that does not do this shall not be considered monitoring. Monitoring will be as automatic as possible, so that board meetings can be used to affect the future rather than review the past. A given policy may be monitored in one or more of three ways:

- 4.4.1 **Direct board inspection:** Discovery of compliance information by a board member, a committee, or the board as a whole. This includes board inspection of documents, activities, or circumstances, serving as a “prudent person” test of policy compliance.
- 4.4.2 **External report:** Discovery of compliance information by a disinterested, external person or firm selected by and reporting directly to the board. Such reports must assess executive performance only against legal requirements or policies of the board, with suggestions from the external party as to how the organization can improve itself.
- 4.4.3 **Reports by the President:** The President shall help the board determine what tracking data are available to measure progress in achieving the mission and goals and conforming to board policies that can be reported to the board (in addition to any specific reports requested in other sections of the Board Policies Manual).
 - 4.4.3.1 Monthly: Informal Presidential reports on achievements, problems, and board notices.
 - 4.4.3.2 Quarterly: (a) a one- or two-page “dashboard” report showing in graphic form key indicators agreed upon between the board and the President that track financial and program results over a three-year period; (b) other summary reports as the board may define in this BPM.

Key indicators shall include, but not be limited to,

- Deviation from budgeted revenues and expenses
- Year-to-date draws on endowment and reserves vs. budget
- Total return on endowment funds, rolling 1- 3- and 5- year averages

- Percent acceptances vs. approved scholar applications
- Number and nature of whistleblower complaints and employee grievances
- Progress towards a critical few other non-monetary annual goals.

4.4.3.3 Quarterly: (a) Expense and revenue against budget report with comparison to previous year; (b) balance sheet; (c) cash flow projections; membership and development statistics.

4.4.3.4 Annually: A draft annual budget for the following fiscal year, to be presented to the Finance Committee and any other board members who request it by June 1.

4.4.3.5 Annually: within [45] days of the end of the fiscal year, (a) end-of-year expense and revenue against budget; balance sheet; (c) cash flow statement (d) staff organization chart [more frequently whenever major changes are made], and other reports that the board may define in this BPM.

4.5 Annual Performance Review²

4.5.1 Task Force. A performance evaluation task force, comprising the board chair, vice chair(s), and the chair of the governance committee, together with an additional board member appointed at the discretion of the chair, shall formally evaluate the President annually. The board chair will serve as the chair of the task force.

4.5.2 Evaluation. The evaluation shall be based on achievement of organizational goals and any other specific goals that the board and the President have agreed upon in advance, as well as the President's own written self-evaluation. All board members will be invited to comment on the President's self-evaluation. The task force shall meet with the President and report on its review to the board. The report shall include recommendations for the President's compensation, which the Executive Committee or the board will then act upon.³

4.5.3 Performance Goals. During this process, the President and the board will agree on any specific, personal performance goals for the year ahead. These goals shall be documented in a letter to the President from the board chair and will be a primary basis for determining the President's performance at the end of the next year.

4.5.4 A "360" Review. At least every three years, the task force shall consider inviting other input through a "360" review, inviting feedback from staff, peers in SAR's sector, and individuals outside the organization who interact professionally with the President.

² This section approved at the February 2017 meeting of the board; minor changes made in this version.

³ MFB contract states: SAR agrees to review Employee's rate of annual salary as part of its review of Employee's performance on an approximately annual basis, generally in June of each year beginning June 2015.

4.6 Staff Compensation. The President is expected to hire, train, motivate, compensate and terminate staff in a professional and caring fashion. Salaries and benefits will be established with attention to the mean for salaries in organizations of similar size, budget, and location.

4.7. Employee Handbook. The President shall (a) develop and maintain an employee handbook that is reviewed periodically by qualified New Mexico legal counsel and (b) provide the current version to the board for information around April 1 of each year. The manual shall be included in the Board Reference Book.

4.7 Staff Treatment. With respect to treatment of paid and volunteer staff, the President may not cause or allow conditions that are inhumane, unfair, or undignified. Accordingly, he may not:

- 4.7.1 Discriminate among employees on other than clearly job-related, individual – performance or qualifications.
- 4.7.2 Fail to take reasonable steps to protect staff from unsafe or unhealthy conditions.
- 4.7.3 Withhold from staff a due process, unbiased grievance procedure.
- 4.7.4 Discriminate against any staff member for expressing an ethical dissent.
- 4.7.5 Prevent staff from grieving to the board when (a) internal grievance procedures have been exhausted and (b) the employee alleges that board policy has been violated to his or her detriment.
- 4.7.6 Fail to acquaint staff members with their rights under this policy.

4.8 President Transitions. The selection of a President is understood to be the most important responsibility of the Board of Directors.

4.8.1 Notice. If the incumbent president decides to vacate the office, he/she shall give the board at least a 90-day⁴ notice of intent to leave.

4.8.2. Committee Appointments. As soon as a vacancy or scheduled departure of the President is known, the chair will appoint (1) a transition task force and (2) a search committee, and their respective chairs.

4.8.2.1 The transition task force shall:

- Consist of three members of the executive committee, one of whom may also serve on the search committee
- Recommend to the Chair, subject to board approval, if there is a need for an acting or interim president;
- If the board agrees there is a need, identify qualified persons so that the Chair may make a selection, in consultation with the members of the Executive Committee;
- Evaluate the salary level of the departing president, research compensation levels at comparable organizations (with professional advice if needed), consult with the finance committee regarding compensation parameters, and negotiate

⁴ Per MFB employment agreement

compensation with the new president, and convey any special immediate performance priorities on behalf of the board.

- Facilitate any special needs of the outgoing president, the interim president and the incoming president and their families.

4.8.2.2 The **search committee** shall

- Include the board chair, representatives of key board committees as well as non-board members such as a ranking member of staff, former scholars and artists. One member of the transition task force may serve on the search committee.
- Within [30] days, recommend for executive committee or full board consideration a position announcement, determine if the search may be conducted internally or recommend use of a search consultant, appoint a search secretary, and propose a budget for the search.
- Identify a search firm if necessary
- Represent SAR, as well as the interests of the board and SAR's constituent communities, to the candidates.
- Exercise discretion and professionalism in its recruitment efforts, applicant communications, and assessments of candidate fit.

4.8.2.3 The **search committee chair** shall

- Call and run committee meetings
- Provide timely status reports to keep the board, the candidates and relevant external organizations and media.
- Be organized, articulate, discreet, and prepared to convey enthusiasm about the institution's mission and possibilities.
- Work in close partnership with the search consultant, if any.

4.8.3 **Roles after Transition**

4.8.3.1 The board chair at the time of transition should be expected and empowered to continue during the first year of the tenure of the new president.

4.8.3.2 After he/she leaves the organization, the out-going president may be given a paid role, but only with the approval of the new president and in consultation with the officers and the board.

4.9 Board **Reference Book and Board Web Site**. In addition to white papers and reports that the President may choose to provide to the board, the President shall develop and maintain a Board Reference Book with all pertinent documents to which board members might want to refer (either online or in hard copy) during board and committee meetings (e.g. articles of incorporation bylaws, organization chart, recent minutes, board roster with class years noted, committee roster, list of key volunteers/consultants, other documents referred to in this BPM.) In addition, the President will maintain a secure Intranet web site for board members to access relevant data, reports, meeting agendas and supporting documents. The President shall arrange for board members to be notified as new key information is posted to the Intranet.

The reference book shall also include policies prepared by management and ratified by the board such as the investment policy statement, gift acceptance policy, recent financial audits and IRS Form 990 returns.

Part 5: Executive Parameters

This part of the BPM was approved by the Board on August 5, 2017

This version contains a change in 5.2.2.2 regarding communications restrictions

5.1 General Guidance. The purpose of this section of the BPM is to guide the President and staff as they accomplish SAR's mission. These parameters are intended to free them to make timely decisions without excessive board directives. The board expects that the President and staff will avoid illegal unethical or imprudent actions. Beyond these general boundaries, the board details its specific expectations in the following sections.

5.2 Finance Parameters. The President must ensure that the financial integrity of the organization is maintained, that proper care is exercised in the receiving, processing and disbursing of funds and that both financial and non-financial assets are appropriately protected, with the guidance of the Finance and Audit Committees.

5.2.1 Budgeting. The budget during any fiscal period shall not (a) deviate materially from the board's goals and priorities listed in Part 2, (b) risk financial jeopardy or (c) fail to show a generally acceptable level of foresight. Accordingly, the President may not cause or allow budgeting that:

5.2.1.1 Contains too little detail to (a) enable accurate projection of revenues and expenses, (b) separate capital items from operational items, (c) monitor cash flow and subsequent audit trails and (d) disclose planning assumptions.

5.2.1.2 Anticipates the expenditure in any fiscal year of more funds than are set aside under the "year ahead" funding practice and disbursements from endowment funds in accordance with the most recently approved spending policy).

5.2.1.3 Reduces the ratio of current assets to current liabilities at any time to less than two times, or allows available operating cash to drop below a safety reserve of \$300,000⁵ at any time.

5.2.1.4 Provides less than \$5,000⁶ for board prerogatives during the year, including board development.

5.2.1.5 Is not derived from the strategic plan.

5.2.2 Financial Controls. The President must exercise care in accounting for and protecting the financial assets of SAR. To this end, the President is expected to incorporate generally accepted accounting principles and internal control practices in financial systems used by SAR. In addition, the President may not:

⁵ Representing two months' operating expenses. Original draft had \$600,000. This seems adequate given year-ahead funding of annual operating reserve.

⁶ The amount in the FY 2018 budget for board expenses is only \$3,000. That covers meeting expenses but no training. Private donations have typically covered non-budgeted board expenses such as evening entertainment. These have not been reflected on SAR's books. Board members have noted that the proposed \$5,000 is inappropriately small. We need to consider a budget for board training as well as care and feeding.

- 5.2.2.1 Utilize procedures used for receiving, processing or disbursing funds that fail to meet the standards of the board-appointed auditor.
- 5.2.2.2 Approve an unbudgeted and unfunded⁷ expenditure or commitment of greater than \$50,000 without the approval of the Finance Committee.
- 5.2.2.3 Approve an unbudgeted and unfunded⁸ expenditure or commitment of greater than \$250,000 without the approval of the full board.
- 5.2.3 **Asset Protection.** The President may not allow assets to be unprotected, inadequately maintained, or unnecessarily risked. Accordingly, the President must:
 - 5.2.3.1 Insure against theft and casualty losses to at least [80] percent of replacement cost and against liability losses to board members, staff, or the organization itself beyond the minimally acceptable prudent level as approved by the audit committee.
 - 5.2.3.2 Develop and implement a system of internal controls for any staff and volunteers handling cash.
 - 5.2.3.3 Unnecessarily expose the organization its board, or its staff to claims of liability.⁸
 - 5.2.3.4 Use sealed bids or some other demonstrably prudent method of acquisition of quality goods for any major purchase of over \$25,000 and maintain a written record of competitive prices for any purchase of over \$10,000.
 - 5.2.3.5 Obtain board approval to acquire, encumber or dispose of real property.
 - 5.2.3.6 Meet the fiduciary, ethical and fiscal oversight responsibilities for the IARC Collections, including compliance with legal mandates including, but not limited to, the Native American Graves Protection Act and other federal and state legal codes. This includes maintaining and administering an up-to-date collections management policy that provides for board oversight through the AAA committee of items to be accessioned or de-accessioned.
- 5.2.4 **Investment Principles.** In administering the financial assets of SAR, the President shall follow the directives of the Investment Policy Statement as adopted by the board.

5.3 Program Parameters. In general, the President is expected to establish, maintain and eliminate programs and services so as to achieve the organization's mission and goals in the most effective and efficient manner, with the guidance of the Academic and Artistic Affairs Committee.

- 5.3.1 New programs not already in the strategic plan should be consistent with SAR's mission statement.

⁷ Expenditures covered by a grant award or designated gift (subject to gift acceptance policies) would not require approval.

⁸ See Section 5.5. Audit and Compliance

- 5.3.2 New programs not already in the strategic plan must be approved by the Academic and Artistic Affairs Committee.
- 5.3.3 Any program to be executed in partnership with another organization shall be discussed with the board.

5.4 External Affairs Parameters. External affairs are understood to include development, fundraising, communications, public relations, marketing and branding. The President shall ensure that the various efforts to represent SAR to the public and those it serves shall be integrated sufficiently so that the organization's overall positioning in the external world is positive and effective. The President shall be guided in these efforts by the Development Committee.

- 5.4.1 **Development strategy.** The President shall develop and maintain a development plan that includes annual giving, major donor initiatives and planned giving as well as grants and income earned from memberships and other development programs. Such plan shall be provided to the Development Committee each March and progress reports shall be prepared monthly.

- 5.4.1.1 **Gift Acceptance Policy.** The President shall develop and maintain a Gift Acceptance Policy (GAP) and associated procedures providing for evaluation and approval of gifts, involving establishment of new endowment funds, restrictions on use of gifts, assumption of risk by SAR for ownership and sale of non-liquid assets including but not limited to real estate and works of art, accepting responsibility for fiduciary functions such as service as trustee of a charitable trust and contracting to make annuity payments to donors. The policy shall ensure that gifts accepted are consistent with SAR's mission. The policy shall assign responsibility and approval authority to staff, board committees and the full board as appropriate. The GAP shall be presented to the board for ratification.

- 5.4.1.2 **Donor Relations and Ethics.** The President shall develop a statement that can be shared with donors addressing donor privacy, accountability for use of donated funds as well as gift acknowledgment and reporting.

- 5.4.2 **Outreach and Engagement.** The President shall exercise care in representing that SAR is a charitable, mission-centered, listening organization and shall develop policies and procedures for communicating with the people or groups that stand to be directly affected, either positively or negatively, by its efforts or actions, as well as the public at large, in a way that reinforces that image.

- 5.4.2.1 **Communications Plan.** The President shall develop and maintain a communications plan, supportive of SAR's strategic plan and shared with the board annually, that describes how the organization will communicate with the public in its geographic area and with the broader communities it serves. The plan shall define SAR's communities and explain how the organization will both speak to and listen to each, and designate persons allowed to speak for the organization. The plan shall also include the obligations of board members and staff, to be explained in orientation and training, to represent SAR in local and broader communities. The plan shall also include policies and procedures to be used in crisis situations.

5.4.2.2 **Communications Restrictions.** To preserve SAR's image in the community, the President and any designee are the only spokespersons authorized to speak for the organization, and the chair is the only spokesperson for the board. Without prior permission from the board, none of the spokespersons may represent the organization in any way that is inconsistent with the policies in Part 2 of this BPM; make statements that may be perceived as supporting a political party or platform; be the author of an article, book or publication that includes classified or sensitive information about the organization; or engage in lobbying activities on behalf of the organization⁹ at any governmental level.

5.5 Audit and Compliance Parameters. The President shall take the necessary steps to ensure the integrity of SAR's systems and procedures, to sure that they comply with all pertinent legal, regulatory and professional requirements, and report to the board any material variations or violations.

- 5.5.1 **Annual External Audit.** The Audit Committee will hire and supervise an independent auditor, after a careful selection and annual evaluation. The President and staff shall work with the auditor to gain a clean opinion on the annual financial statements and respond in detail to items in the auditor's management letter concerning opportunities to improve systems and procedures related to financial controls.
- 5.5.2 **Internal Compliance.** The President shall meet all requirements for complying with federal, state and local laws and regulations. The President shall maintain a list of compliance actions and reports that are required of SAR as a non-profit organization and periodically submit the list for inspection by the Audit Committee. If the President becomes aware of current or anticipated problems with regulatory authorities, he/she will inform the Chair of the Audit Committee.
- 5.5.3 **Liability.** The President shall take care not to expose the organization, its board or its staff to claims of liability. If the President becomes aware of such exposure, he/she will inform the Chair of the Audit Committee.

⁹ Explanation: "on behalf of the organization" added; does not limit communications as individuals. This change was proposed at the February 2018 board meeting.



Scholar Programs Report

July 19, 2018

Paul Ryer, *Director of Scholar Programs*

Once again, we have successfully wrapped up our 2017-2018 Resident Scholar and seminar programs, and anticipate a stellar program for the coming year.

Our major accomplishments this year begin with the 2017-18 scholars, whose progress and accomplishments are detailed in their individual reports. Of particular note, dissertation writer and Mellon Fellow Hector Beltrán not only finished and defended his Ph.D., but was also able to secure a highly competitive University of California President's Post-Doctoral fellowship *and* a following tenure-track job at MIT. Pre-doctoral Weatherhead fellow Brian Smithson also completed his dissertation and landed a job at Bowdoin College. All of our more senior scholars completed or made substantial progress on their manuscripts: Mellon Fellow Milena Melo is beginning a tenure-track job at the University of Mississippi; Lamont Fellow Thomas Michael Swensen has taken a new position at the University of Utah; Anne Ray Fellow Deana Dartt has established herself as a leading consultant for the representation of Native peoples in museums, in part in ongoing collaboration with the IARC; and Pierette Hondagneau-Sotelo will return to her position at the University of Southern California, although is planning to retire to Santa Fe someday, and we look forward to her continued association with SAR as well.

Thanks to some 191 qualified applications, we were again able to recruit an outstanding group of Resident Scholars for the coming year: see <https://sarweb.org/scholars/resident/2018-2019/>. The seminar schedule in 2017-18 was packed, with one advanced seminar, two NSF-funded research team and two short seminars, as well as two contract seminars. Seminar selection for the coming year was successful, and will also include our inaugural Vera Campbell seminar and two Mellon Foundation-funded seminars. As you know, the J.I. Staley committee selected Jason De Leon's *The Land of Open Graves: Living and Dying on the Migrant Trail* (UC Press 2015) as the 2018 prize winner; here too, we faced a record number of nominations, including two selected through the pilot nominating process discussed at the last AAA committee meeting in February, 2018.

Other events of note which directly impact Scholar Programs this year include the Lannan Indigenous Writer in Residence fellowship. As of this writing, Thomas Parrie is currently in residence, as are a number of other summer programs and scholars. Additionally, over the past few months we have begun to receive and process an extraordinary donation of books from anthropologist and former Resident Scholar, Barbara Tedlock. As Barbara is downsizing, she has offered SAR the professional collection she and her late husband Dennis

Tedlock amassed over a lifetime of anthropological work. To date, we have moved some 160 boxes of books (an estimated 4,800 volumes) to campus, and at least another 50 boxes remain to be moved. While many will duplicate what we already have in the library, and others will have to be sorted out due to space limitations, there is no question that we will be able to fill many glaring gaps in our holdings, particularly given the Tedlocks' work with Zuni and in Mesoamerica, as well as their keen interest in contemporary theory. Keeping in mind that our current holdings number some 10,000 volumes in total, it would be difficult to overstate the exciting but daunting scope of this project for our librarian, Laura Holt, as well as the way in which it will improve the utility of our holdings for the next generation of Resident Scholars.

As you know, I have been working to expand and extend SAR's social media presence, particularly with respect to younger scholars. In the last year our Twitter feed, @SchAdvResearch, has continued to grow, from 3,500 to 4,900 followers, and now averages fifteen hundred to two thousand Twitter "engagements" per day. Although the editorial process has proven more challenging than expected, particularly with those scholars not yet accustomed to working with editors, the Scholars' blog, "In Their Own Words," is live, and other blog series (e.g. a seminar series, a "from the Archives" series, etc) are in the works. Another current initiative, forming an alumni/alumnae group on Facebook, has benefitted from the knowledge and enthusiasm of some of our more social media savvy staff, particularly Lindsay Archuleta and new Public Programs Director Merideth Davidson.

What else? The previously described Staley nomination pilot project—a graduate student survey—was successful enough that we are extending it to more graduate programs this year. We have submitted a request to the Mellon Foundation to renew our two current Latinx fellowships for three more years, and with the guidance of new Grants Manager Donna Ruscavage, have found ways to add significant overhead costs within that budget request. Fingers crossed. President Brown has also submitted a concept note to the Paloheimo Foundation regarding a possible future fellowship for women, that would ultimately replace the Ann Ray Fellowship, which is likely to be reallocated to other IARC programmatic needs within the next few years. And, with an eye towards improving our outreach to archaeologists, Scholar Programs will be at the SAA meetings in Albuquerque in April 2019.

Beyond these items, it was a privilege and pleasure to teach a course and then lead an SAR trip to Cuba this past fall, and I hope to see (and teach) more classes offered at SAR in the future. And finally, two SAR staff scholars have had books published since the last Board meeting: Geeks, Genes, and the Evolution of Asperger Syndrome by Dean Falk and Eve Penelope Schofield (UNM Press 2018) and my own Beyond Cuban Waters: África, La Yuma, and the Island's Global Imagination (Vanderbilt University Press 2018). Of course, by the time books actually made it into print, we are each well into our next projects!

~ Paul Ryer



SAR Press Production Outline, August 2018

Sarah Soliz, *Acquisitions Editor*

Co-published Volumes:

- A second co-published volume (*The Fabric of Indigeneity*, Resident Scholar series, 2016) has been reprinted by UNM Press.
- Our first volume of 2018, *New Geospatial Approaches to the Anthropological Sciences* (Advanced Seminar), was published in June.
- UNM Press is still managing the production and distribution of SAR Press books, but all of our books are now being distributed by Longleaf Services, a nonprofit established by University of North Carolina Press to provide distribution and other services to the university press community. UNM Press also has a newly redesigned website at unmpress.com.

To be published in 2018:

Promise of Infrastructure (originally Advanced Seminar), August (published by Duke University Press)

Puebloan Societies (Advanced Seminar), September

Exchanging Words (Resident Scholar), October

Aztec, Salmon, and the Pueblo Heartland of the Middle San Juan (Popular Archaeology), October

Scheduled to be published in 2019:

Negotiating Structural Vulnerability in Cancer Control (AS), February

Governing Gifts (AS), March

The Psychology of Women in Patriarchy (AS), fall

How Nature Works (AS), fall

Tentatively scheduled to be published in 2020:

Walling In and Walling Out (AS), spring

Cultural Collapse and Christian Pentecostalism in Maya Guatemala (non-series), fall

In writing:

Archaeologies of Empire (AS)

Designs and Anthropologies (AS)

“Half Indians”: Pueblo Governance and Sovereignty after the Treaty of Guadalupe Hidalgo (RS)

Zuni and El Morro (PopArch)

Indigenous Collaboration, Science, and Climate Change (non-series)

Institutionalizing Taste: Kenneth Chapman, the Indian Arts Fund, and the Formation of Indian Art Markets (non-series)

The History and Archaeology of Nomadic Groups in New Mexico (non-series)

Latina Community Health Advocacy in Albuquerque (non-series)

Future Directions:

In addition to the Advanced Seminar volumes, which make up the foundation of our publishing program, I would like to continue to publish select titles in the Resident Scholar series, the best-selling Popular Archaeology series, and the non-series category that speak to our place in the Southwest and to the aims of SAR as a whole. These books will include both historical and contemporary studies that draw out the implications of focused work in the southwestern United States and Latin America and that contribute to interdisciplinary and even public conversations. I have been reaching out to scholars locally and elsewhere to find work that might fulfill this goal, and the “In writing” portion of the production outline includes possible manuscripts in each of these categories.



TIN.2018-2-1A-C **Classification:** Textile
Item Name: Pantsuit and hand bag **Date:** 1960s
Artist or Maker: Juanita (Crispin) Lee **Culture:** Pueblo | Santo Domingo
Materials: cotton | wool | dyes
Dimensions: Part A - Tunic: 103.5 × 66 cm (40 3/4 × 26 in.)
 Part B - Pants: 102.5 × 34 cm (40 3/8 × 13 3/8 in.)
 Part C - Bag: 42 × 21.5 × 15.5 cm (16 9/16 × 8 7/16 × 6 1/8 in.)
Description: Parts A and B: Two-piece pantsuit. Beige with maroon, orange, and blue embroidery.
 Part C: Matching bag.



TIN.2018-2-3 **Classification:** Textile
Item Name: Shirt, boy's **Date:** 1960s
Artist or Maker: Juanita (Crispin) Lee **Culture:** Pueblo | Santo Domingo
Materials:
Dimensions: 69 × 55 cm (27 3/16 × 21 5/8 in.)
Description: Gray boy's shirt with blue, turquoise, and pink embroidery.



TIN.2018-2-4 **Classification:** Textile
Item Name: Shirt, boy's **Date:** 1960s
Artist or Maker: Juanita (Crispin) Lee **Culture:** Pueblo | Santo Domingo
Materials:
Dimensions: 67 × 50 cm (26 3/8 × 19 11/16 in.)
Description: Peach-colored boy's shirt with blue, turquoise, and pink embroidery.



TIN.2018-2-5 **Classification:** Textile
Item Name: Vest, boy's **Date:** 1960s
Artist or Maker: Juanita (Crispin) Lee **Culture:** Pueblo | Santo Domingo
Materials:
Dimensions: 52 × 40 cm (20 1/2 × 15 3/4 in.)
Description: Light orange boy's vest with tan lining. Turquoise, brown, and orange embroidery.



TIN.2018-2-6 **Classification:** Textile
Item Name: Vest, boy's **Date:** 1960s
Artist or Maker: Juanita (Crispin) Lee **Culture:** Pueblo | Santo Domingo
Materials:
Dimensions: 51.5 × 40 cm (20 1/4 × 15 3/4 in.)
Description: Light orange boy's vest with darker orange lining. Turquoise, brown, and orange embroidery.

**TIN.2018-2-7**

Item Name: Vest, boy's
Artist or Maker: Juanita (Crispin) Lee
Materials:

Dimensions: 41 × 35 cm (16 1/8 × 13 3/4 in.)

Description: Watermelon-colored boy's vest with a red and gold floral lining. Maroon, turquoise, and yellow embroidery.

Classification: Textile

Date: 1960s

Culture: Pueblo | Santo Domingo

**TIN.2018-2-8**

Item Name: Vest, boy's
Artist or Maker: Juanita (Crispin) Lee
Materials:

Dimensions: 45 × 39.5 cm (17 11/16 × 15 9/16 in.)

Description: Turquoise-colored boy's vest with red and gold floral lining. Maroon, turquoise, and yellow embroidery.

Classification: Textile

Date: 1960s

Culture: Pueblo | Santo Domingo

**TIN.2018-2-9AB**

Item Name: Dress
Artist or Maker: Juanita (Crispin) Lee
Materials:

Dimensions: Dress (part A): 102.5 × 50 cm (40 3/8 × 19 11/16 in.)

Description: Black dress and belt, with turquoise, orange, and light yellow embroidery.

Classification: Textile

Date: 1960s

Culture: Pueblo | Santo Domingo

**TIN.2018-3-1**

Item Name: Canteen
Artist or Maker: Sadie Adams
Materials: clay | paints

Dimensions: 21.6 × 21.6 cm (8 1/2 × 8 1/2 in.)

Description: Buff-colored canteen with two loop handles. Front of canteen decorated with a seven-point flower or star design. Around the central design are seven red cloud designs (scallops), each with three short rain lines (ticking lines) inside the flower or star design. The central design is surrounded by four dark brown, concentric circles. The outer circle includes six elongated triangles distributed evenly around its circumference. There is a leather strap tied to each of the loop handles.

Classification: Ceramic

Date: c. 1938

Culture: Pueblo | Hopi

**TIN.2018-3-2**

Item Name: Canteen
Artist or Maker: Cedric Dawavendewa
Materials: clay

Dimensions: 44.5 × 41.9 cm (17 1/2 × 16 1/2 in.)

Description: Canteen with two loop handles, made of cream-colored clay. A turtle is carved into the top in low relief. The turtle and canteen spout are lightly burnished, while the rest of the piece is matte. The turtle's back is decorated with a design of small triangle corrugations impressed into the surface in the form of a circle. A shape made of two connected squares and a three lines at the top (a corn plant?) is impressed in the center of the circle. The base of the canteen is concave.

Classification: Ceramic

Date: c. 1993

Culture: Pueblo | Hopi

**TIN.2018-3-3**

Item Name: Canteen
Artist or Maker: Paqua Naha (Frog Woman)
Materials: clay | paints | leather
Dimensions: 20.3 × 19.1 cm (8 × 7 1/2 in.)

Classification: Ceramic**Date:** before 1971**Culture:** Pueblo | Hopi

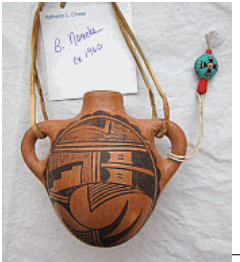
Description: Canteen with two loop handles. Spiral-shaped, dark brown and red designs painted on the front of the canteen. The design includes triangles, ovals, dots, and rain lines. There base is flat. There is a cream-colored sticker with silver lettering on the base of the canteen that reads "McGee's Indian Museum, Fifth Avenue, Scottsdale, Ariz." There is a leather strap tied to each of the loop handles.

**TIN.2018-3-4**

Item Name: Canteen
Artist or Maker: Karen Kahe Charley
Materials: clay | paints | corn cob | leather
Dimensions: 33 × 35.6 cm (13 × 14 in.)

Classification: Ceramic**Date:** 1990**Culture:** Pueblo | Hopi**Description:****TIN.2018-3-5**

Item Name: Canteen
Artist or Maker: Marcella Kahe
Materials: clay | paints | leather
Dimensions: 24.1 × 25.4 cm (9 1/2 × 10 in.)

Classification: Ceramic**Date:** before 2008**Culture:** Pueblo | Hopi**Description:****TIN.2018-3-6**

Item Name: Canteen
Artist or Maker: Bessie Namoki
Materials: clay | paints | leather
Dimensions: 11.4 × 12.7 cm (4 1/2 × 5 in.)

Classification: Ceramic**Date:** c. 1960**Culture:** Pueblo | Hopi**Description:****TIN.2018-3-7**

Item Name: Canteen
Artist or Maker: Garnet Pavatea
Materials: clay | paints | leather
Dimensions: 25.4 × 24.1 cm (10 × 9 1/2 in.)

Classification: Ceramic**Date:** before 1981**Culture:** Pueblo | Hopi-Tewa**Description:****TIN.2018-3-8**

Item Name: Canteen
Artist or Maker: Loretta Silas Poleahla
Materials: clay | paints | leather
Dimensions: 17.8 × 20.3 cm (7 × 8 in.)

Classification: Ceramic**Date:****Culture:** Pueblo | Hopi-Tewa**Description:**

**TIN.2018-3-10**

Item Name: Canteen
Artist or Maker: Harold Littlebird
Materials: clay | paints | leather
Dimensions: 24.1 × 24.1 cm (9 1/2 × 9 1/2 in.)
Description:

Classification: Ceramic
Date: 2001
Culture: Pueblo | Laguna

**TIN.2018-3-11**

Item Name: Canteen
Artist or Maker: Nora Naranjo-Morse
Materials: clay | metal, bronze | rawhide
Dimensions: 17.8 × 17.1 cm (7 × 6 3/4 in.)
Description:

Classification: Ceramic
Date: late 1980s or early 1990s
Culture: Pueblo | Santa Clara

**TIN.2018-3-12**

Item Name: Canteen
Artist or Maker: Elizabeth Abeyta
Materials: clay | paints | shell heishi | rawhide | leather
Dimensions: Parts A&B assembled: 41.9 × 29.2 cm (16 1/2 × 11 1/2 in.)
 Parts C&D assembled: 7 × 4.4 cm (2 3/4 × 1 3/4 in.)
Description:

Classification: Ceramic
Date: 1996
Culture: Athabaskan | Diné (Navajo)

**TIN.2018-3-13**

Item Name: Canteen
Artist or Maker: Myra Tso Kaye
Materials: clay | pitch | leather
Dimensions: 25.4 × 16.5 cm (10 × 6 1/2 in.)
Description:

Classification: Ceramic
Date: 1989
Culture: Athabaskan | Diné (Navajo)

**TIN.2018-3-14**

Item Name: Canteen
Artist or Maker: Christine McHorse
Materials: clay | corn cob | leather
Dimensions: 25.4 × 22.9 cm (10 × 9 in.)
Description:

Classification: Ceramic
Date: before 2018
Culture: Athabaskan | Diné (Navajo)

**TIN.2018-3-16**

Item Name: Sash
Artist or Maker: Unknown
Materials: wool | cotton | dyes
Dimensions: 355.6 × 21 cm (140 × 8 1/4 in.)
Description: Unusually long and wide sash. White cotton wefts with red and black wool wefts. "X" and stepped diamond shaped decorations run down the center of sash, for its entire length.

Classification: Textile
Date: n.d.
Culture: Pueblo or Athabaskan | Unknown
 Pueblo or Diné

**TIN.2018-4-1****Item Name:** Painting**Artist or Maker:** Jordan Craig**Materials:** canvas | wood | paint, acrylic**Dimensions:** 152.4 × 121.9 cm (60 × 48 in.)**Title:** "Teeth"**Description:** A large acrylic on canvas painting titled "Teeth." The background of the piece is dark orange, with black geometric designs arranged on the canvas in a repetitive cross/star-shaped pattern. The design was inspired by a motif present on a water jar in IARC's collection, made by Mary Histia (Acoma Pueblo), catalog number IAF.2104.**Classification:** Painting**Date:** 2018**Culture:** Plains | Northern Cheyenne



REPORT TO SAR BOARD OF DIRECTORS
MICHAEL F. BROWN, PRESIDENT
AUGUST 2018

Executive summary. The last few months have been busy ones at SAR. Our President's Lecture, featuring an evening with *New Yorker* writer Elizabeth Kolbert, drew a capacity crowd of more than 700 at the Lensic Performing Arts Center on June 1. Three weeks later, SAR celebrated the IARC's 40th anniversary with a crowd of roughly 210 at the Poeh Center, Pojoaque Pueblo, and raised significantly more funds than expected thanks in part to a successful auction led by former board member Wes Cowan. Our first summer salon discussion, which featured the natural history writer Dan Flores, was well attended and favorably received. We appear to be closing in on a commitment from the Metropolitan Museum of Art in New York to host a year-long exhibition of IARC pottery, textiles, and other objects beginning in 2021 – a level of public exposure unprecedented in the IARC's long history. Paralleling these and other developments were two important projects: an extended consultancy with 66+Co, a communications firm based in New York and Santa Fe, with the goal of improving the way we communicate our mission and goals to the general public; and a campus master plan process undertaken by Barbara Felix Architecture + Design (BFAD), which was substantially completed on June 29. The results of these two projects will constitute the main issues for review and discussion by SAR directors at the August 4 meeting.

Staff changes. Several staff changes have taken place over the past few months. Meredith Davidson, Director of Public Programs and Communications, has been in place for four months and is already making a substantial contribution to SAR's programs and public profile. Dominic Romero joined the Physical Plant staff several months ago to replace an employee who resigned. Isis Bennett, Membership Coordinator, will be replaced by Jonathan Salazar before the August board meeting after her decision to resume university study. Diego Medina will be joining the IARC as Educational Assistant on August 20. Before September we expect to fill two other positions, the receptionist slot in the Reception Center and the position of Communications Coordinator held by Flannery Davis prior to her recent relocation to Virginia.

On the horizon is a major staff change: Sharon Tison, VP for Finance and Administration, has notified us that she intends to retire on or about June 4, 2019, depending on when her replacement can be hired and trained. As a 25-year veteran employee and the person who handles SAR's finances, Sharon is a key member of senior staff. Finding a suitable replacement will require considerable effort and a degree of board participation.

Development. Laura Sullivan will present a detailed report of this year's development activities. Suffice it to say that the development team managed a complex, ambitious schedule of cultivation and stewardship events while meeting its financial target for the year. In reviewing the team's

progress, it is worth noting that SAR continues to move from its decades-long pattern of dependence on the generosity of two exceptional donors toward the development of a broader base of philanthropic support and business sponsorship. While total unrestricted donations are not up dramatically over the last two years, they have successfully made up the shortfall associated with a roughly \$200,000 reduction in giving by the two donors mentioned earlier.

Budget. As of the day of this writing, July 18, the final tally for FY18 is not yet available. Preliminary indications are that we finished the fiscal year on or slightly under budget and that revenue raised during FY18, including donations and earned revenue, met our targets. SAR Press remains in the black for the year. Sharon Tison will have a detailed report ready for circulation at the board meeting.

Earned revenue. We continue to rent out campus spaces on a regular basis. Cultural Survival, Inc., a non-profit organization focused on the rights of Indigenous peoples, renewed its rental of two offices in the Press Building for an additional year. This summer we hosted two groups in the Schwartz Seminar House: a dozen Chinese and American folklorists as part of a program funded by the Luce Foundation and an equal number of musicians associated with the summer program of the Sibelius Academy and funded by the Paloheimo Foundation. Four scholar apartments have been rented for all or part of the summer at market rates. Net rental revenues increased approximately 19 percent year-over-year, to roughly \$40,600. As mentioned in an earlier report, these revenues are likely to plateau in FY19 as we approach full capacity. Considerable credit for the expansion of the rental program goes to Suzanne Grayson, who handles leases and logistics with great skill.

Indian Arts Research Center (IARC). FY18 was a banner year for the IARC. The IARC's *Guidelines for Communities and Museums* have attracted national and international attention and are being adopted by a number of major museums. IARC Director Brian Vallo has been invited to speak at such institutions as the LA County Museum of Art, the Field Museum, and the Metropolitan Museum of Art, as well as at various professional meetings. The most significant development has been an invitation from the Metropolitan Museum of Art to prepare a year-long exhibit of selected items from the IARC collection beginning in mid-2021. We have not yet received a formal written invitation and contract, so the exact terms of the arrangement remain unclear. I will notify the board as soon as we have received and reviewed the relevant documents.

Scholar programs. Scholar Programs had a good year, and I'm pleased to report that our predoctoral resident scholars secured suitable academic employment (MIT and Bowdoin College). Our two Mellon Foundation fellowships are up for a three-year renewal, and the relevant proposal has been submitted. The Anne Ray Foundation has indicated that it is not inclined to renew the Anne Ray Scholar fellowship after FY20, and we are working on alternatives that would keep our resident scholar cohort at six per year. Board members are cordially invited to meet the incoming resident scholars, interns, and Native American artist on Thursday, September 6, 10:00 AM, in the Dobkin Boardroom and patio.

Campus master plan. With financial support from the Anne Ray Foundation, a campus master planning process was launched in the fall. The firm hired to lead it, Barbara Felix Architecture + Design, delivered a complete report draft in late June. An electronic copy of the report is available to the board upon request. (Please note that we are still working on the draft to correct minor errors.) The proposed development of the Howells property calls for a new IARC storage building

and associated labs, offices, and meeting spaces, conversion of existing Vaults 1 and 2 into a meeting hall and exhibition space, respectively, as well as other improvements to the site. The estimated cost of the project, including permits, site preparation, landscaping, design work, construction, and furnishings, is \$14.87 million.

Given the scale of this estimate – which, it should be noted, does not include endowment funds for maintaining the new building – extensive board discussion is in order. BFAD has already agreed to meet in August to discuss options for reducing project cost.



BFAD rendering of proposed new IARC facility (right), which would be connected to the existing IARC (left) by a glassed-in portal.

Miscellaneous issues. As continuing directors will have noted, SAR’s website underwent a complete redesign and launch in November 2017. It is by no means a finished product; indeed, one of the principal advantages of the WordPress platform is that it greatly simplifies updates and redesign. I expect that the structure of the homepage and directory structure will change significantly in the coming months in response to six months of experience as well as recommendations from 66 + Co, our communications consultant. Another advantage of the new platform is that a half-dozen staff members are now trained to edit the site, myself included, which means that content can be updated swiftly and at lower cost to SAR, since our web contractor’s services are not required for routine changes.

Final thoughts. As I begin my fifth year as president, I find myself more optimistic than ever about SAR’s prospects. Our staff is substantially improved since 2014; the losses of SAR Press have been reversed; membership is up significantly; the IARC is under excellent management and finally getting the national attention that it deserves; our board of directors is stronger and more

committed than ever. The Creative Thought Forum, which is primarily directed at adult learners seeking intellectual engagement, is proving to be a successful approach to recruiting members and cultivating new donors. Scholar Programs is probably the most static wing of SAR right now, for the simple reason that funds for supporting scholarship are drying up almost everywhere. Over the long term, for the program to prosper SAR needs to secure an endowment for resident scholar positions that aren't restricted to specific topics so that we are free to select the best of the nearly 200 scholars who are applying for fellowships annually.

Our recent consultation with 66&Co. has helped to make our messaging more concise and focused – no small challenge for an organization with a history as long and complex as SAR's. The board-staff committee engaged in this process believes that we've made notable progress, although, as in all such efforts, additional refinement will become necessary. By late summer we expect to see some of the committee's recommendations implemented in SAR's marketing material.

The campus master plan delivered by BFAD is ambitious and, at an estimated cost of close to \$15 million, expensive. I'll be happy to discuss this with the board and provide additional details as needed. More important, however, is the question of whether SAR is ready to undertake a capital campaign on this scale. Discussions with Doug Nelson and other members of the Finance Committee suggest that a higher near-term priority is securing SAR's financial sustainability. Our recent modeling exercise revealed that SAR needs roughly \$400,000 in additional annual revenue to maintain a secure and stable endowment, an increase of more than 40 percent above recent performance.* That translates into an increase of fundraising performance by \$100,000 per year over at least four years or an endowment increase of \$8-10 million. As we move forward with an assessment of our readiness for a comprehensive campaign, the emerging consensus is that we first need to achieve the kind of financial sustainability that will eventually permit us to pivot to an ambitious program of campus expansion.

Even if the campus master plan suggests a need for financial resources currently beyond our reach, undertaking this planning process has been useful. In light of SAR's rising regional and national profile and in particular the favorable publicity that the IARC's exhibition at the Metropolitan Museum is sure to generate, it is helpful to have a well-developed expansion plan immediately at hand should major donors appear on the horizon.

Finally, I want to thank the directors for their generosity and hard work over the past six months. Your efforts to recruit new members and potential donors have paid off, and SAR is steadily emerging from the shadows, figuring more prominently in the cultural life of Santa Fe and beyond.

* Incoming directors should be aware that beginning in 2014 we reduced the rate at which we draw on the endowment from 5.5 percent to 4.9 percent. Our goal is to reduce the draw rate further, an optimal target being 4 percent. Certain assumptions in the modeling exercise are inconsistent with SAR's disciplined budgeting practice, which is to adjust budgets to the approved endowment draw rate rather than increase the draw to meet budgets. That said, the modeling exercise was a useful reminder that SAR can only achieve a high level of security by increasing its unrestricted endowment.

Please join us for coffee and pastries with
our new scholars, interns, and Native American artist in residence
on

Thursday, September 6, 2018 at 10:00am

in the

Dobkin Boardroom and patio

Come talk with our new residents and get to know more about the
ground-breaking projects they are pursuing while at SAR through your support.

- **John Arroyo**, Mellon Fellow
- **Giovanni Batz**, Anne Ray Fellow
- **William Calvo-Quiros**, Mellon Fellow
- **Mayanthi Fernando**, Weatherhead Fellow
- **Beth Semel**, Weatherhead
- **Melanie Yazzie**, Katrin H. Lamon Fellow
- **Gerry Quotskuyva**, Native Artist
- **Samantha Tracy**, IARC Intern
- **Felicia Garcia**, IARC Intern

RSVP by Friday, September 1, to Grayson@sarsf.org or 505-954-7211

We hope to see you and thank you for your involvement and commitment to SAR!



Campus Master Plan Comprehensive Campaign Phasing

PHASE I: Pre-Planning

October – December 2018

- Contract with Capital Campaign Masters as coaches.
- Assemble a core committee (working group)- 6 members.
- Clarify campaign objectives.
- Determine working goal(s) for a campaign.
- Develop a gift range chart and depth chart based on the working goal(s).
- Draft a compelling case for support.
- Identify and engage the top 20-30 prospective lead donors

January – March 2019

- Further refine the case for support.
- Continue to identify and engage the top 20-30 prospective lead donors.

May – June 2019

- Continue to identify and engage the top 20-30 prospective lead donors.
- Issue an RFP for campaign consultants to conduct a feasibility study (if ready).
- Interview possible firms.

August 2019

- Conduct board retreat to get ready for a campaign.

PHASE II: Planning- Creating the Campaign Plan

July 2019-June 2020

- Create a Campaign Planning Committee.
- Engage a capital campaign consultant.
- Plan and execute a Campaign Planning (Feasibility Study).
- Refine the Case for Support based on study results.
- Research our prospects to figure out how much we can raise.
- Enlist our Campaign Chairs.
- Develop a campaign plan.
- Outline a campaign timeline.
- Evaluate staffing needs and hire additional campaign staff if necessary.

PHASE III: Execution of the Plan

July 2020-June 2021

- Launch and execute the campaign plan.
- Begin the public phase once 50-75% of the goal is raised in the Quiet Phase.



CAMPAIGN GOAL IS REACHED!

Campaign Phases





Creative Thought Forum Overview

Meredith Davidson, *Director of Public Programs and Communications*

Launched in September 2017, SAR's Creative Thought Forum brings exciting and innovative thinkers to Santa Fe around topics of broad social concern. Five public lectures are held each year from September through June. Each lecture is followed the next day by a speaker-led discussion salon that allows for deeper exploration of the topics raised in the lecture. The James A. Little Theater, our lecture venue, holds up to 388 people; the discussion salons, which are held at SAR, host up to 30 participants. Attendance at a lecture is typically in the range of 200; our discussion salons typically fill to capacity.

In addition to the lectures, the Creative Thought Forum holds two to three summer salons each year. These salons are conversational gatherings that promote lively face-to-face discussions with important writers and scholars on topics relating to the annual theme of the Creative Thought Forum.

The 2017-2018 Creative Thought Forum addressed the topic of *Designing the Future* and included Elizabeth Kolbert, Pulitzer Prize-winning author of the *Sixth Extinction: An Unnatural History*, among others noted scholars. Lecture topics included everyday interactions with self-driving cars, an analysis of what six million years of human history can tell us about the future, cyberterrorism, wearable technology, and the potential of humans to cause a sixth mass extinction. The first 2018 summer salon featured Dan Flores, author of *Coyote America: A Natural and Supernatural History*, in which he discussed the significance of coyotes to indigenous cultures and how this species has resisted unrelenting efforts to eradicate it. The second summer salon was led by William deBuys, author of *Enchantment & Exploitation: The Life and Hard Times of a New Mexico Mountain Range*. In his salon, DeBuys explored the impact of climate change, including drought, insect outbreaks, and forest fires, all of which are remaking New Mexico's landscape.

The Creative Thought Forum's theme for 2018-2019 is *Tradition and Innovation*, which will include, among other topics, presentations on the social and cognitive impact of digital communication, the design of new organisms by biologists, and efforts by Native Americans to recover traditional foodways in the interest of improving the diet of community members.



2018-2019 Creative Thought Forum Speakers and Dates

Meredith Davidson, *Director of Public Programs and Communications*

Christina Agapakis: The Real World of Synthetic Biology

Lecture: Thursday, September 20

Salon: Friday, September 21

Leah Buechley: Connecting Science, Technology, and Culture in Education

Lecture: Thursday, October 11

Salon: Friday, October 12

Anna Sofaer: Chacoan Astronomy, Cosmography, Roads, and Ritual Power: Insights into the Chaco World Using New Technologies

Lecture: Thursday, January 24

Salon: Friday, January 25

From 'Garden Warriors' to 'Good Seeds;' Indigenizing the Local Food Movement

Lecture: Thursday, March 21

Salon: Friday, March 22

Nicholas Carr: Minds in the Net: The Journey from Page to Screen

Annual President's Lecture

Lecture: Thursday, May 23

Salon: Friday, May 24

"We have never been so intimately involved with a media technology as we are with the smartphone. We wake up with the device, consult it every few minutes throughout the day, and check it one last time before going to bed. What is this technological dependency doing to our minds? Drawing on history, philosophy, and the latest scientific research, I will explore how digital media shapes our thoughts and perceptions as well as the way we communicate. To put our "new mind" into context, I will draw a contrast with the media technology that the computer screen has supplanted: the printed page."

Carr is internationally known for his work exploring the development of the internet and the role it has played in shaping how we think, work, and live. He has written and spoken publicly extensively about the rise of the internet age and he is the author of *The Shallows: What the Internet Is Doing to Our Brains*.

**SCHOOL FOR ADVANCED RESEARCH
COMMUNICATIONS PLAN AND GOALS, 2018-19**

Meredith Davidson, Director of Public Programs and Communications

Goals	
Goal 1	Implement new messaging tactics on SAR website
Goal 2	Develop protocol for consistency in event promotion across all departments
Goal 3	Increase social media followers by at least 8%
Goal 4	Increase media mentions and public awareness locally (leading to new memberships) and nationally (leading to new donors and supporters)
Goal 5	Deliver awareness-building collateral to constituents
Goal 6	Develop and institute <i>Alumni Engagement Initiative</i> plan

SAR Target Communities	
	<p align="center">Adult Learners Scholars Donors</p>
	<p align="center">Native American Communities Artists</p>

Goal Objectives									
Goal 1	<p>Implement new messaging tactics on SAR website</p> <ul style="list-style-type: none"> - Review and edit all existing pages for consistency in language and messaging. - Implement more user-friendly navigation via new dropdown menus and appropriate page links. - Create a “Media Center” where press can find centralized information for editorial coverage. 								
Goal 2	<p>Develop protocol for consistency in event promotion across all departments</p> <ul style="list-style-type: none"> - Create event protocol document for all departments. - Work with staff to be better prepared for media inquiries with coaching on how to communicate SAR messaging. 								
Goal 3	<p>Increase social media followers by at least 8%</p>								
	<table border="1"> <tr> <td><i>social media community as of June 30, 2018</i></td> <td><i>Goal for June 30, 2019</i></td> </tr> <tr> <td>5,527 Facebook followers</td> <td>5,970 (increase by 443)</td> </tr> <tr> <td>4,743 Twitter followers</td> <td>5,120 (increase by 377)</td> </tr> <tr> <td>752 Instagram followers</td> <td>1000 (increase by 248)</td> </tr> </table>	<i>social media community as of June 30, 2018</i>	<i>Goal for June 30, 2019</i>	5,527 Facebook followers	5,970 (increase by 443)	4,743 Twitter followers	5,120 (increase by 377)	752 Instagram followers	1000 (increase by 248)
	<i>social media community as of June 30, 2018</i>	<i>Goal for June 30, 2019</i>							
	5,527 Facebook followers	5,970 (increase by 443)							
4,743 Twitter followers	5,120 (increase by 377)								
752 Instagram followers	1000 (increase by 248)								
<ul style="list-style-type: none"> - Develop a more strategic social media approach focused on storytelling, collection highlights, and encouragement of event attendance. - Implement the use of SAR specific hashtags across all platforms: #SARsf #SARsfalum #IARCsf - Actively encourage alumni participation by promoting current and past artist and scholar work via social media outlets. Invite these audiences to be SAR followers. - Train staff on social media best practices. - Develop Instagram-specific media campaign to increase followers and potential donors (<i>More than 300 million people are on Instagram daily; followers often check the site multiple times daily. The visually-focused social media platform can be leveraged to increase membership and event attendees</i>). 									

Goal 4	Increase media mentions and public awareness locally (leading to new memberships) and nationally (leading to new donors and supporters)
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(this is a continuation of a 2017/18 development goal and is consistent with the communications goals this year)

- Offer high quality programs for the public to attract new audiences to SAR.
- Working with staff in respective departments, create a reasonable schedule of events and associated marketing plan to promote events, bring attention to the topics, and bring new audiences to SAR including:

<i>Five Creative Thought Forum lectures and salons</i>	<i>Up to three summer salons</i>
<i>Artist fellow talks (three annually)</i>	<i>Three to five annual regional field trips</i>
<i>Scholar colloquia and seminar presentations</i>	<i>One international field trip</i>
<i>Intern colloquia</i>	<i>Two adult education classes per semester</i>
<i>IARC speaker series</i>	<i>And a selection of special events related to SAR projects and topics</i>
<i>President Circle membership events</i>	

- Solicit heightened editorial coverage of events in local media outlets to obtain higher attendance and to reach a larger potential membership audience.
- Pitch additional national outlets for editorial coverage on SAR's impact and projects to obtain new members and donors.

Goal 5	Deliver awareness-building collateral to constituents (monthly e-news, spring and fall SAR NOW, Annual Report, and the SAR blog)
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- Revamp monthly E-News structure and approach to be more concise and message-driven.
- Deliver SAR NOW as a bi-annual newsletter (one spring/summer and one fall/winter issue).
- Deliver a more concise annual report and move more strategically to interactive online annual reporting.
- Develop more consistent blog posting schedule and keep blog content current and relevant.
- Create new brochures incorporating new SAR messaging (focused on storytelling and impact).

Goal 6	Develop and institute <i>Alumni Engagement Initiative</i>
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- Define target alumni groups and confirm existing contact information.
- Build alumni community online (starting with Facebook alumni group formally launching in September 2018).
- Start a social media campaign asking alumni to share accomplishments using SAR's hashtag: #SARsfalum
- More consistently highlight alumni in our monthly E-News and SAR blog.
- Offer local alumni and visiting alumni opportunities to interface in-person via information gathering at SAR (format at frequency to be determined based on staff resources, funding sources, and alumni interest).
- Create an SAR alumni task force (3-5 active SAR alumni who can contribute ideas and execute outreach tasks as ambassadors to encourage further alumni participation in SAR activities).
- Develop plans and budget for an alumni reunion event proposed for summer 2020.



**Board of Directors, Founders' Society, President's Circle
and Public Programs Calendar
August 2018 - January 2019**

Meredith Davidson, *Director of Public Programs and Communications*

Event Type	Event Date	Event Details
Artist Talk	Thursday, August 9	<p>Nanibaa Beck 5:30 p.m. - 7:30 p.m. <i>Eric S. Dobkin Boardroom</i></p> <p>Navajo metalsmith Nanibaa Beck presents on her experiences as the 2018 Ronald and Susan Dubin Fellow.</p> <p>Free and open to the public RSVP by Monday, August 6 at 505.954.7205 or iarc@sarsf.org</p>
Education Program	<p>Opening Party: Tuesday, August 14 6:00pm - 9:00pm</p> <p>Public Show: August 15 - August 17</p>	<p>Antique American Indian Arts Show <i>Daily, 11:00 a.m. - 5:00 p.m.</i> <i>El Museo Cultural de Santa Fe</i> <i>555 Camino de la Familia, Santa Fe</i></p> <p>SAR hosts an informational booth focused on the IARC programs and collections. Visitation is expected to be nearly 3500.</p> <p>For board member tickets to the opening party and public show contact Laura Sullivan at 505-954-7238, or sullivan@sarsf.org</p>
Presidents Circle Event	Tuesday, August 14	<p>Breaking Boundaries - The Life and Work of Virgil Ortiz <i>SAR and Virgil Ortiz Studio in Cochiti Pueblo</i> <i>9:00 a.m. - 5:00 p.m.</i></p> <p>Visit the IARC vaults in the morning with gallery owner and author Charles King. Then, travel to Virgil Ortiz's artist studio in Cochiti Pueblo for a tour and presentation about his practice of keeping Cochiti pottery traditions alive with a contemporary perspective. Enjoy a traditional Pueblo-style lunch and see a clay demonstration.</p> <p>RSVP to Lindsay Archuleta at (505) 954-7231 or archuleta@sarsf.org</p>

Class	<p>Wednesday, September 05</p> <p>4 sessions: 9/5, 9/11, 9/18, 9/25</p>	<p>Beadwork Adorns the World 3:00 <i>p.m.</i> – 5:00 <i>p.m.</i> <i>See schedule for session locations</i></p> <p>Taught by Dr. Marsha Bol Enjoy a four-part in-depth class exploring the cultural significance and history of beadwork traditions. The four sessions include:</p> <ul style="list-style-type: none"> - An overview of the Lakota people, or Western Sioux, of the central Plains, - A comprehensive tour of <i>Beadwork Adorns the World</i>, an exhibit at the Museum of International Folk Art, - A special viewing of beadwork pieces in the IARC collection, - An inside-look at the collection of Native American beadwork at the Museum of Indian Arts and Culture. <p>Dates, Times, and Places: Wednesday, September 5, 3:00pm – 5:00pm, Dobkin Boardroom Tuesday, September 11, 3:00pm – 5:00pm, Museum of International Folk Art Tuesday, September 18, 3:00pm – 5:00pm, Dobkin Boardroom and Indian Arts Research Center Tuesday, September 25, 3:00pm – 5:00pm, Museum of Indian Arts and Culture</p> <p>Cost: \$300 for members; \$350 for non-members. <i>Museum of New Mexico Foundation members and Museum of International Folk Art docents receive a 10% discount on the non-member registration cost.</i></p> <p>For more information contact Meredith Davidson at 505.954.7223 davidson@sarsf.org</p>
Scholar Programs & Board Event	<p>Thursday, September 6</p>	<p>Coffee with the President 10:00 <i>a.m.</i> <i>Eric S. Dobkin Boardroom and patio</i></p> <p>Coffee and pastries with our new scholars, interns, and Native American artist in residence. Come talk with our new residents and get to know more about the ground-breaking projects they are pursuing while at SAR through your support.</p> <p>RSVP by Friday, September 1, to Grayson@sarsf.org or 505-954-7211</p>
Field Trip	<p>Saturday, September 15</p>	<p>Taos Artists 8:30 <i>a.m.</i> – 5:30 <i>p.m.</i> <i>Taos</i></p>

		<p>Get an inside view of the influential Taos Society of Artists. Art historian and author MaLin Wilson-Powell will lead participants through historic artists' homes, including the Couse-Sharp House, and the Harwood Museum.</p> <p>Cost per person: \$270</p> <p>Register online or contact Laura Sullivan at 505-954-7238 sullivan@sarsf.org</p>
Scholars / Artists / Interns Colloquium	Wednesday, September 19	<p>Introductory Colloquium 12:00 p.m. – 1:00 p.m. Eric S. Dobkin Boardroom</p> <p>Scholars: John Arroyo, Giovanni Batz, William Calvo-Quiros, Mayanthi Fernando, Beth Semel, Melanie Yazzie</p> <p>Artist: Gerry Quotskuyva Interns: Samantha Tracy and Felicia Garcia</p> <p>Free and open to the public No RSVP required</p>
Creative Thought Forum Lecture and Salon	Thursday, September 20 (lecture) Friday, September 21 (Salon 10am - 12pm)	<p>The Real World of Synthetic Biology 6:30 p.m. – 7:30 p.m. James A. Little Theater</p> <p>Christina Apapakis, the creative director at Ginkgo Bioworks, biologist, writer, and artist, will focus on innovation in biological design: its methods, challenges, and prospects.</p> <p>A recent Newsweek cover story describes synthetic biology as “a technology that is poised to change how we feed ourselves, clothe ourselves, fuel ourselves—and possibly even change our very selves.” By editing genomes and writing “entirely original DNA”, synthetic biologists are engineering life to create useful new things. Underlying the transformative potential of synthetic biology is the ability to understand and control living cells through the application of an engineering mindset to biology.</p> <p>This talk explores activities that have claimed the term “synthetic biology” during the last century including what synthetic biologists do—the experiments, the organizations, the jargon, the outlandish proposals and visions.</p> <p>Free for SAR members and \$10 for non-members</p>

		For more information contact Meredith Davidson at 505.954.7223 davidson@sarsf.org
Partnership Public Program – Lecture	Sunday, September 23	<p>Pueblo Textiles and Embroideries 1:00 p.m. – 2:30 p.m. <i>St. Francis Auditorium, New Mexico Museum of Art</i></p> <p>Brian Vallo, Director of SAR’s Indian Arts Research Center, and a panel of former SAR Native American artist fellows explore the history and evolution of textile arts in Pueblo communities.</p> <p>Panel includes Louie Garcia from the Prio Manso Tiwa tribe of Guadalupe Pueblo in Las Cruces; Ramona Sakiestewa, a contemporary Hopi artist who lives and works in Santa Fe; and, Isabel Gonzales of Jemez Pueblo. The panel will discuss how the collection, the SAR fellowships, and access to the IARC collections advanced their careers as artists and keepers of traditional knowledge associated with the textile tradition.</p> <p>Tickets: \$10 for members and non-members</p> <p>Register online or contact Lindsay Archuleta at 505.954.7231 or archuleta@sarsf.org</p>
Membership event	Tuesday, September 25	<p>New Members Reception 10:00 a.m. – 12:00 p.m. <i>Eric S. Dobkin Boardroom</i></p> <p>New members are invited to meet with President Michael Brown, get an overview of SAR, hear about benefits of membership, and get a brief tour of the campus and IARC.</p> <p>To RSVP contact Lindsay Archuleta at 505.954.7231 or archuleta@sarsf.org</p>
Advanced Seminar Colloquium	Wednesday, September 26	<p>Death Culture in the 21st Century 12:00 p.m. – 1:00 p.m. <i>Eric S. Dobkin Boardroom</i></p> <p>Led by Shannon L. Dawdy, Associate Professor, Department of Anthropology, University of Chicago, and Tamara E. Kneese. Lecturer, Department of Gender, Sexuality and Women’s Studies, University of California – Davis.</p> <p>How is the experience of death and mourning changing under conditions of growing religious plurality and secularization, technological mediation, and globalization? Cultures throughout history have deployed different media and objects to communicate with and remember the dead – from heirlooms, inscription, mementos, music, clothing and architecture to</p>

		<p>photography, telegraphy, television and the internet. This presentation provides an overview of seminarians' work to address how the dead continue to shape the world around us through these forms – and, most importantly, how and why that assemblage is changing.</p> <p>Free and open to the public No RSVP required</p>
Class	<p>Tuesday, October 02</p> <p>4 sessions: 10/2, 10/9, 10/16, 10/23</p>	<p>Edgar Lee Hewett and the Early Pioneers of Southwestern Archaeology 3:00 p.m. – 5:00 p.m. <i>Eric S. Dobkin Boardroom</i></p> <p>Taught by Dr. Jason S. Shapiro Learn about Edgar Lee Hewett, SAR's first director, educator and archaeologist who was instrumental in the development of the Archaeological Society of New Mexico and the Museum of New Mexico and dive into the less-explored subject of the coterie of ambitious young scholars and field workers who surrounded him. This course explores the lives of these influential scholars, their impact on the developing field of archaeology, and their changing views of the Southwest's indigenous societies prior to contact with Europeans. With a particular focus on Sylvanus Morley, Jesse Nusbaum, and Kenneth Chapman, this course will also consider the work of John Fletcher, Frederick Hodge, A. V. Kidder, Ralph Emerson Twitchell, and John Harrington, among others.</p> <p>Cost: \$300 for members; \$350 for non-members.</p> <p>Register online or contact Meredith Davidson at 505.954.7223 davidson@sarsf.org</p>
Scholar Colloquium	<p>Wednesday, October 03</p>	<p>Resource Extraction and Relational Futures in Diné Bikeyah Melanie Yazzie Katrin H. Lamon Fellow 12:00 p.m. – 1:00 p.m. <i>Eric S. Dobkin Boardroom</i></p> <p>Melanie Yazzie is Assistant Professor, Department of Native American Studies and the Department of American Studies, University of New Mexico, and SAR's Katrin H. Lamon Resident Scholar.</p> <p>The defenders of Diné land have opposed large-scale resource extraction in the Navajo Nation for over forty years. Throughout their resistance, they argued that development is a violent arm of capitalism that seeks to destroy Diné life; in response, they created a politics of relational life to contest and ultimately reverse the decline of Diné ways of being. In this talk, Melanie Yazzie examines the historical and material conditions that</p>

		<p>gave rise to this politics of relational life and describes its central role in anti-capitalist decolonization struggles in Diné Bikeyah and beyond.</p> <p>Free and open to the public No RSVP required</p>
Partnership Program - Tour	Sunday, October 07	<p>Historic Artists and their Homes (Historic Santa Fe Foundation) <i>1:00 p.m. - 5:00 p.m.</i> <i>See website for tour locations</i></p> <p>Tour four historic homes of pioneering artists who helped shape Southwestern art during the early 1900s. A detailed map will be provided and knowledgeable tour guides will be present in each home.</p> <p>Cost: \$60 for members and non-members Advanced registration required To register, please visit historicsantafe.org/artisthometour</p>
Scholar Colloquium	Wednesday, October 10	<p>"Blessed Amongst Us": The Politics of Popular Religious Migration William Calvo-Quiros Mellon Fellow <i>12:00 p.m. - 1:00 p.m.</i> <i>Eric S. Dobkin Boardroom</i></p> <p>William Calvo-Quiros is Assistant Professor, Department of American Culture and Latino Studies, University of Michigan, and SAR's Andrew W. Mellon Resident Scholar.</p> <p>Narco saints and skeletons in hats. Mexican martyrs and executed rapists. What type of saints are these, and what do they really represent in the US-Mexico borderlands? William Calvo-Quiros spent ten years tracing the movement and evolution of meaning of popular saints from Mexico to the United States.</p> <p>Using a chronological approach, Calvo-Quiros analyzes five vernacular saint figures (Jesús Malverde, Santa Olguita, Juan Soldado, Toribio Romo, and La Santa Muerte) within broader discourses: the construction of masculinity and the state; the long history of violence against women in the region; the erasure of women from history; the major US demographic and religious shifts generated by the influx of new Catholic Latinx immigrants; the discrimination against nonnormative sexualities; and the United States' and Mexico's formal and informal control of religiosity in relation to migration.</p> <p>This presentation unveils not only the politics and struggles behind border popular religiosity, but also its sophisticated role in envisioning a future beyond oppression.</p>

		Free and open to the public No RSVP required
Creative Thought Forum - Lecture and Salon	Thursday, October 11 (lecture) Friday, October 12 (Salon 10am - 12pm)	<p>Connecting Science, Technology, and Culture in Education <i>James A. Little Theater</i> 6:30 p.m. - 7:30 p.m.</p> <p>Leah Buechley is a designer, engineer, and educator who invented the LilyPad Arduino (a construction kit for sew-able electronics). She will explore the topic of gender equity in tech education within informal education spaces including makerspaces. She will discuss the way e-textiles and paper circuits can open up conversations around tech using traditional cultural references or practices - weaving / papermaking - and can invite questions of authority and accessibility in new ways.</p> <p>Free for SAR members and \$10 for non-members</p> <p>For more information contact Meredith Davidson at 505.954.7223 davidson@sarsf.org</p>
Scholar Colloquium	Wednesday, October 17	<p>SuperNatureCulture: Human/Nonhuman Entanglements beyond the Secular Mayanthi Fernando Weatherhead Fellow 12:00 p.m. - 1:00 p.m. <i>Eric S. Dobkin Boardroom</i></p> <p>Mayanthi Fernando is Associate Professor, Department of Anthropology, University of California - Santa Cruz, and SAR's Weatherhead Fellow.</p> <p>Why are scholars more open to accepting mosquitos, mollusks, and mountains—rather than angels, djinn, and other spirits—as historical actors with whom humans are always in relation? How does secular knowledge focusing on “the real,” that which is material and visible, make it difficult to think of “the supernatural” as part of nature and culture? And how might we re-entangle the supernatural with the human and the natural? This exploratory talk examines how and why multispecies and post-humanist scholarship expands definitions of being yet restricts other-than-humans to entities that have been understood as part of “the natural.” Reading against the grain and alongside traditions like the Islamic sciences of the unseen, Mayanthi Fernando argues that recent trends in post-humanist scholarship offer epistemological horizons beyond those of secular materialism.</p> <p>Free and open to the public No RSVP required</p>

Campbell Advanced Seminar Panel	Thursday, October 18	<p>Marital Rape in Global Context: Social Suffering, Adverse Health Consequences, and Culturally Sensitive Intervention 4:00 p.m. <i>Eric S. Dobkin Boardroom</i></p> <p>M. Gabriela Torres, Chair Associate Professor of Anthropology, Department of Anthropology, Wheaton College</p> <p>Kersti A. Yllö, Chair Emerita Professor of Sociology, Department of Sociology, Wheaton College</p> <p>Despite legal, institutional and cultural differences in defining and understanding marital rape, there is a significant cross-cultural commonality: women in widely divergent social contexts experience forced sex in their marital and cohabiting relationships as social suffering with significant negative emotional and physical health consequences. For anthropology, the underlying tension in framing the global problem of marital rape is the simultaneous need to acknowledge it as a violation of universal human rights while coming to terms with the particular cultural and institutional contexts within which forced sex takes place. The finding that marital rape universally induces suffering in wide ranging cultural contexts is a central theme of seminar participants' volume <i>Marital Rape: Consent, Marriage and Social Change in Global Context</i> (Oxford, 2016). Gender-based violence work in disciplines such as sociology, legal studies, human rights and public health are just beginning to draw on anthropology's analysis of gender, kinship, consent, violence and the state. <i>Marital Rape in Global Context</i> aims to further such interdisciplinary cross-fertilization and expand anthropologically-informed research on sexual violence within four key areas of intervention: (1) human rights/legal systems, (2) global public health, (3) transitions in kinship and education, and (4) cultural contradictions and local collaboration.</p> <p>Free and open to the public No RSVP Required</p>
Scholar Colloquium	Wednesday, October 24	<p>The Fourth Invasion: Development, Ixil-Maya Resistance, and the Struggle against Megaprojects in Guatemala Giovanni Batz Anne Ray Fellow 12:00 p.m. – 1:00 p.m. <i>Eric S. Dobkin Boardroom</i></p>

		<p>Giovanni Batz is Visiting Assistant Professor, Department of Anthropology, Miami University, and SAR's Anne Ray Fellow.</p> <p>Along with the global demand for natural resources and the influence of neoliberalism, foreign companies that produce energy and sponsor extractivist industries in Latin America continue to grow. State officials, the private sector, and other supporters of megaprojects argue that these initiatives foster development, employment, and living conditions, as well as creating clean and renewable sources of energy. Yet many indigenous communities, human rights organizations, and other opponents claim that these industries do not further development and instead contribute to communal divisions, environmental degradation, human rights violations, and militarization. In Cotzal, Guatemala, the arrival of several megaprojects has been referred to as the "new" or "fourth" invasion – the three previous invasions being Spanish colonization, the creation of plantations at the end of the nineteenth century, and the Guatemalan civil war (1960–1996). In this presentation, Giovanni Batz will provide a historical account of these "four invasions" with an emphasis on the conflict surrounding the construction of a hydroelectric dam in Cotzal.</p> <p>Free and open to the public No RSVP required</p>
Founders Society Event	Thursday, October 25	<p>Founders' Society Meet and Greet with New SAR Residents <i>Schwartz Seminar House</i> 5:00 p.m. – 7:00 p.m.</p> <p>Mingle with the current resident scholars, artist fellows, and IARC interns and learn more about their projects at SAR.</p> <p>Open to Founders' Society members RSVP to Lindsay Archuleta at 505.954.7231 archuleta@sarsf.org</p>
Field Trip	Friday, October 26 – Monday, October 29	<p>The Artistry of Hopi <i>Arizona</i></p> <p>On this three-night trip into Arizona, enjoy a rare opportunity to visit with Hopi artists and former SAR fellows Ramson Lomatewama and Iva Honyestewa in their studios. Explore historic Hopi sites on guided tours and learn from our expert trip leader Bertram "Tsaava" Tsavadawa, who is from Hopi.</p> <p>Double Occupancy: \$1,470 Single Occupancy: \$1,650</p> <p>Register online or contact Laura Sullivan at 505.954.7238 or sullivan@sarsf.org</p>

Scholar Colloquium	Wednesday, October 31	<p>Aesthetics and Agency: Mexican Migration and Housing Form and Policy in Suburban Atlanta John Arroyo Mellon Fellow 12:00 p.m. – 1:00 p.m. Eric S. Dobkin Boardroom</p> <p>John Arroyo is a Ph.D. candidate, Department of Urban Studies and Planning, Massachusetts Institute of Technology, and SAR’s Andrew W. Mellon Fellow.</p> <p>Where Mexican immigrants live in the United States plays a critical role in how they adapt to their host society – and how their host society reacts to their presence in a physical context. Over the past twenty years, the mobility patterns of surging Mexican populations across Georgia have had a major influence on suburban space. Based on two years of ethnographic research, John Arroyo examines how fear, invisibility, and agency manifest across the residential built environments of newly Mexican areas of greater Atlanta and explores how Mexican-origin people either adapted to or reshaped suburban housing at various scales. Additionally, he shows how the spatial ideals of Latino urbanism foment reactionary land use and zoning policies throughout small suburban municipalities on Atlanta’s periphery. In a twenty-first-century America defined by exponential Latino-community growth, this emergent case study illustrates how Mexican-origin populations navigate the challenges of urbanism when settling in places unprepared for seismic population shifts.</p> <p>Free and open to the public No RSVP required</p>
Scholar Colloquium	Wednesday, November 07	<p>Do Androids Dream of Electric Speech? Listening Practices in Automated Psychiatric Assessment Beth Semel Weatherhead Fellow 12:00 p.m. – 1:00 p.m. Eric S. Dobkin Boardroom</p> <p>Beth Semel is a Ph.D. candidate, Department of Anthropology, Massachusetts Institute of Technology and SAR’s Weatherhead Fellow.</p> <p>What does it mean for machines to listen? What kind of listeners do the people who build artificial intelligence-enabled machines train them to be? After all, Amazon’s Alexa is only “listening” in the same way that she is a “she.” Drawing from extended ethnographic fieldwork with psychiatric and engineering professionals in the United States, Beth Semel argues that the concept of machine listening is both a powerful and</p>

		<p>strategically vague analogy that articulates taken-for-granted assumptions about human listening and the speaking subject. While listening technologies are central to contemporary debates about ethics and automation, Semel’s examination of the behind-the-screen labor through which a set of such technologies is assembled reveals their entanglement with deeper histories and political economies of engineering, speech science, and care work in the United States.</p> <p>Free and open to the public No RSVP required</p>
<p>Field Trip</p>	<p>Friday, November 09-10 (or November 29-30)</p>	<p>Trinity Test Site <i>Overnight</i> <i>Socorro County</i></p> <p>Get a family member's view as Ellen Bradbury Reid, daughter-in-law of Norris Bradbury, leads a special-access tour of the Trinity Site and the McDonald Ranch on this overnight adventure.</p> <p>Double Occupancy: \$630 Single Occupancy: \$680</p> <p>Register online or contact Laura Sullivan at 505.954.7238 or sullivan@sarsf.org</p>
<p>Special Event</p>	<p>Tuesday, November 13</p> <p>Wednesday, November 14 (all week - public screenings)</p>	<p>Voices of the Rainforest World Premiere A Special Screening <i>Timing TBD</i> <i>Violet Crown Cinema</i> <i>1606 Alcala St, Santa Fe</i></p> <p>Voices of the Rainforest has been a decades-long project for SAR Senior Scholar, Steven Feld. The 1991 one-hour audio composition documented twenty-four hours in the life of the Bosavi rainforest and Kaluli community in Papua New Guinea. Smithsonian Folkways released a digital edition in the Mickey Hart Collection in 2017. For several years, Steven Feld, in collaboration with Skywalker Sound editor Dennis Leonard, has been re-cataloguing the original reel-to-reel tapes recomposing the piece in 7.1 cinema surround sound. Feld and Leonard have created an immersive film visualizing the surround track. Utilizing fifty years of photographs, film, and video from the Bosavi Digital Archive and 2018 filmed footage audiences will follow the 24-hours of sound through historical and contemporary images, including graphics, animation, drone, and body-mounted video recording.</p>

		<p>Enjoy a cocktail hour with refreshments before the screening and meet Steven Feld and Dennis Leonard. Following the screening, a panel will present on the creation of the film and the environment it documents.</p> <p>Tickets: \$250</p> <p>For more information contact Laura Sullivan, 505-954-7238, or sullivan@sarsf.org</p>
	<p>Wednesday, December 05</p>	<p>Winter Party <i>Eric S. Dobkin Boardroom</i> 5:30 p.m. – 7:30 p.m.</p> <p>Annual winter party for President’s Circle members, Legacy Circle members, and Board of Directors</p> <p>2018 theme: Voices of the Rainforest</p> <p>For more information contact Lindsay Archuleta, 505-954-7231, or archuleta@sarsf.org</p>
	<p>Wednesday, December 19</p>	<p>Neighborhood Gathering <i>Eric S. Dobkin Boardroom</i> Time TBD</p> <p>Neighbors are invited for a holiday gathering with hot cider, wine, and cheese.</p> <p>For more information contact Lindsay Archuleta, 505-954-7231, or archuleta@sarsf.org</p>
Field Trip	<p>Thursday, January 03, 2019</p>	<p>A Journey to the Brazilian Amazon <i>Brazil</i></p> <p>Explore the land and cultures of Brazil with your guides Anna Roosevelt, pioneering archaeologist, great-granddaughter of Theodore Roosevelt, and a former SAR resident scholar, along with Michael F. Brown, SAR president.</p> <p>Trip highlights include a journey up the Amazon River to the caves at Monte Alegre, first occupied as much as 13,150 years ago; a visit to the island of Alter do Chão, best known for ancient pottery and the Ilha do Amor (Island of Love); a visit to Belém, the state capital of Pará, famous for the Marajo culture excavated by Roosevelt; and an exploration of historic Mosqueiro, a river island located on the eastern coast of the Pará River in front of the Bay of Guajará.</p>

		<p>Activity Level: Moderate (walk unassisted, boat travel, includes a fifteen-minute climb up 350-500 feet to visit the rock art sites)</p> <p>Cost: \$7,680 for double occupancy and \$8,240 for single occupancy w/o airfare</p> <p>For more information contact Laura Sullivan, 505-954-7238, or sullivan@sarsf.org</p>
<p>Creative Thought Forum - Lecture and Salon</p>	<p>Thursday January 24 Lecture</p> <p>Friday, January 25 (Salon 10am - 12pm)</p>	<p>Chacoan Astronomy, Cosmography, Roads, and Ritual Power: Insights into the Chaco World Using New Technologies <i>James A. Little Theater</i> 6:30 p.m. - 7:30 p.m.</p> <p>This lecture and panel will explore New Mexico's Chaco Canyon and the work by researcher, writer, and film producer, Anna Sofaer within The Solstice Project. The Solstice Project is a nonprofit organization dedicated to the study of the rich astronomical heritage of the ancient Chaco culture of the American Southwest. While using traditional approaches to understanding Chacoan culture, Sofaer and her team are employing emerging technologies such as Lidar and three-dimensional modeling, along with aerial photographs and GIS mapping, to better explore historic questions concerning the evolution and history of the people who lived in the Chaco Canyon region.</p> <p>Sofaer will be joined by her associates, Robert Weiner and Richard Friedman. They will highlight computer recreations of Chacoan architecture and the monumentality of Chaco's ritual structures. The panel will also talk about exploring how Chacoan culture understood astronomy and embraced this understanding of the moon and the stars in the development of their architecture.</p> <p>Free for SAR members and \$10 for non-members</p> <p>For more information contact Meredith Davidson at 505.954.7223 davidson@sarsf.org</p>



**School for Advanced Research
Development Committee Meeting
Thursday, August 2, 2018, 3:00-4:30 pm
Eric S. Dobkin Boardroom
Agenda**

1. Review and Approve Minutes from July 11, 2018
2. Discussion of Campaign Planning with Richard Moe, Former President of the National Trust for Historic Preservation (bio attached)
3. Review Phase I and Campaign Readiness Assessment for SAR
4. Review Development Committee Report in the Board Packet
 - Narrative report
 - Giving Summary
 - Comparison Charts
 - Alpha list of donors (with new *)
 - Business Sponsors
 - Grants Submission Calendar
5. Review FY19 Development Plan
6. New Business

Upcoming Development Committee Meetings (Second Tuesday of the Month):

- Tuesday, September 11, 3:00pm - 4:30pm
- Tuesday, October 9, 3:00pm - 4:30pm
- Tuesday, November 13, 3:00pm - 4:30pm



**School for Advanced Research
Development Committee Meeting**
July 11, 2018, 3:00-4:30 pm
Reception Center Meeting Room
Minutes

Attendees: Julie Rivers, Committee Chair; Louise Lamphere (via phone); Dorothy Bracey; Meg Lamme; Elizabeth Roghair (via phone), Lynne Withey (via phone)

Staff: Michael Brown, President; Laura Sullivan, Dir. of Development; Lindsay Archuleta, Donor Relations Manager; Suzanne Grayson, Executive Asst. to the President; Sharon Tison, VP for Finance and Administration.

Not in attendance: Jerry Sabloff, Joe Colvin, Angela Gonzales, Jim Robins

1. Review and Approve Minutes from June 12, 2018
Laura stated that a correction to the membership report, indicating a 15% percent increase, (not 30%), the minutes were approved as presented.
2. Summary:
 - a. Review EOY Appeals, Gift Subtype Report, Membership Report, Grants Report, and Business Sponsors
Laura stated that SAR met goal again this year and raised \$865,844 toward goal of \$850,000. The IARC 40th fundraiser netted about \$65K. Laura reviewed most of the grants in detail. Michael mentioned that the Anne Ray Foundation may change their support in the future. Michael also mentioned his meeting with the Paloheimo Foundation and possible Paloheimo Fellowship. Laura reviewed the *Gift Sub-Type report* which shows all giving has increased, except for field trips. There was a request to distribute the list of spring appeal donors to the committee. Laura reviewed membership, up 12%; and business sponsorships for FY19.
 - b. Review Reports for Board Packet
Laura and the committee discussed what would be included in the board packet; gift subtype report, business sponsors, NXT overview graphs.
3. Presentation of Development Plan for FY19
Laura acknowledged Lindsay Archuleta on all her work on the 40th event. Laura reviewed the eight new goals for 2018-19. Fundraising goal for 2018-19 is \$880K. There was a suggestion to revise Goal 4 to include verbiage "determine readiness...". There was a discussion about a June 2019 event. There was a question about when the timeline for "Phase I" of a possible campaign would be ready. Laura suggested that she collapse goal 5 into goal 2 (to include membership as part of the annual fund) and goal 6 into goal 3 (to include board fundraising in major gifts). Laura mentioned her meeting with Richard Moe who offered to share his advice on National Trust for Historic campaigns.
4. New Business
With no new business, the meeting was adjourned at 4:35pm.

Richard Moe Biography

Born: Duluth, Minnesota, November 27, 1936

Educated:

Williams College, BA, 1959
University of Minnesota Law School, J.D., 1966

Professional Activities:

Chairman, Minnesota Democratic Farmer Labor Party, 1969-1972
Chief of Staff to Senator Walter F. Mondale, 1972-1977
Chief of Staff to Vice President Walter F. Mondale and member of
President Carter's senior staff, 1977-1981.
Partner, Davis Polk and Wardwell, Washington, D.C., 1981-1992
President, National Trust for Historic Preservation, Washington, D.C.
1993-2010

Boards:

Ford Foundation, 1998-2010
Historic St. Mary's City Commission, chairman, 1999-2010.
Advisory Council on Historic Preservation (federal), 1993-2010
Conservation Lands Foundation, Durango, CO., 2007-present
Finca Vigia Foundation, Boston, 2010-present

Honors:

Honorary Degrees:

The University of Maryland
The University of Minnesota
St. Mary's College (Maryland)

The Vincent Scully Prize, The National Building Museum, 2007
The Louise DuPont Crowninshield Award – The National Trust for
Historic Preservation, 2013
The Theodore Roosevelt-Woodrow Wilson Award from the American
Historical Association as “an individual outside the historical profession who [has]
made a significant contribution to the study, teaching and understanding of history.”

Publications:

Roosevelt's Second Act – The Election of 1940 and the Politics of War (Oxford University Press- Pivotal Moments in American History Series), 2013.

The Last Full Measure – The Life and Death of the First Minnesota Volunteers (Henry Holt, 1993; Minnesota Historical Society Press, 2001).

Changing Places – Rebuilding Community in the Age of Sprawl, co-author (Henry Holt, 1997).

Personal:

Married to Julia Neimeyer, 1964

Children: Eric (deceased), Andrew, Alexandra

Occupation: Writer

National Trust's chief retiring

By Philip Kennicott
Washington Post Staff Writer
Wednesday, November 4, 2009

There are few pulpits bullier than the one Richard Moe, president of the National Trust for Historic Preservation, has held for more than 16 years. But citing the need for generational change, and his own desire for retirement, Moe, 72, has announced he will step down from the group he helped make the most powerful voice for historic preservation in the country.

Moe, who also served as Walter Mondale's chief of staff in the Senate and when Mondale was vice president, will leave the trust as soon as a replacement can be found, probably in the spring. When he leaves, he will have been the longest-serving president in the trust's 60-year history, a tenure distinguished by organizational growth and dramatic victories.

When Moe came to the trust in 1993, it had an annual budget of \$29.2 million, a substantial portion of which came from the federal government. After watching the organization's time and resources consumed in regular battles to preserve that money -- Tom DeLay led a failed effort to zero out the trust's appropriation in 1995 -- Moe decided to wean his group from federal support. It was a bold move, and it signaled a larger cultural change.

"We are now much more creative, much more entrepreneurial," says Moe, who broke the news officially to his staff Tuesday afternoon. Despite the loss of \$7 million in annual government funding, the trust's budget grew, to \$55 million, and Moe spearheaded two capital campaigns that saw the trust's endowment rise from \$33 million to \$232 million at the height of the economic boom in 2007.

The organization also had a freer hand to advocate, and in many cases, directly oppose the government in battles to preserve important buildings and sites.

"We couldn't be an effective advocate in the Congress as long as we were up there doing our own special pleading," said Moe on Tuesday.

But it was a battle against the Mouse that showed the new focus and force Moe was marshaling at the trust. In 1993, the Walt Disney Co. announced plans to build a \$650 million theme park on a 3,000-acre tract near the small town of Haymarket, complete with two golf courses, a water park and campground, plus more than 1,000 hotel rooms and almost 2 million square feet of commercial space. There was strong support for the park at all levels of government, and among Virginia residents who anticipated significant economic benefits. But the park would have been only a few miles from Manassas National Battlefield Park, and its presence would have significantly changed the character of one of the most important historical grounds in the country.

"Nobody in the preservation movement saw this immediately as a preservation issue," Moe says. "That plot of ground at Haymarket had no historic structures, nor had anything historic occurred there. So why is this a historic preservation issue?"

Working with a group of well-connected Washington insiders, Moe built a powerful case against the park, for its larger environmental, historical and aesthetic impact. By 1994, Disney was in the middle of a public relations nightmare, with some of this country's most popular and recognized historians (David McCullough, James McPherson, Arthur Schlesinger Jr.) allied against the park. By September 1994, the Mouse blinked, and the park was never built.

"Dick saw that the real need was to save neighborhoods and communities, to save whole towns, and he transformed the preservation cause in America as much as any one person possibly could," says McCullough, who was the first person Moe invited to join the NTHP board after he became president.

That holistic approach to preservation has defined the trust's strategy during Moe's tenure. In the years since the Disney fight, the trust has helped shape the national dialogue not just on preserving historic buildings, but on suburban sprawl, environmental issues and sustainability, and urban design. After Hurricane Katrina devastated New Orleans in 2005, the trust moved quickly to direct resources into the region and it worked to prevent federal funds from being used for wholesale demolition.

Rep. Michael R. Turner (R-Ohio) cites Moe's response to Katrina as one the trust's signal accomplishments. He also worked with Moe during reauthorization of federal preservation legislation to prevent important historic review provisions from being stripped from the law.

"He is incredibly knowledgeable and very persuasive, and he not only has positions, he has accomplishments," Turner says.

"Preservation is much more widely accepted now than it was 15 or 20 years ago," Moe says. "Developers don't look at demolition as the first option as a rule, they look at the possibility of adaptive reuse and renovation."

But it hasn't all been wins. Moe, who cites the renovation of President Abraham Lincoln's cottage in the District as one of his career highlights, also remembers the loss of the Mapes Hotel in Reno, Nev., a storied art-deco site that hosted a laundry list of celebrities in the 1950s and '60s. And despite working in New Orleans to help preserve and rebuild historic neighborhoods, the trust is currently fighting the U.S. government in court to prevent the demolition of substantial parts of the Mid-City Historic District, where two hospitals are to be built.

Beyond the high-profile battles, Moe was doing the nuts-and-bolts work of building the trust's national presence, including substantial assistance to a wide network of nonprofit organizations that do much of the local heavy lifting on preservation issues. John Nau, the chairman of the federal Advisory Council on Historic Preservation, says that among Moe's greatest legacies are the expansion of the trust's national network and its institutional health.

"Is it in good shape, does it have a good board, good staff and financial strength? Dick leaves it with all of those," Nau says. "He built a tremendous platform."

Moe says that after his replacement is found, he plans to spend more time in the West, where he has a house in the San Juan Mountains of Colorado. His book, "The Last Full Measure: The Life and Death of the First Minnesota Volunteers," was published in 1993, and he hopes to return to writing.

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SAR Appeals Report: FY2018 Summary

July 1, 2017 - June 30, 2018

Appeal Description	Goal: FY19 for FY20	Actuals Cash Paid & Pledged-FY17 for FY18	Goal: FY18 for FY19	YTD Total Raised	YTD to Goal (FY18 for FY19)	% YTD to FY19 Goal	Details	Audience	Increase/Decrease	Strategies/ Notes
CONTRIBUTED UNRESTRICTED FUNDS										
FY18 Unsolicited Gifts	\$ 5,000.00	\$ 27,606.71	\$ 5,000.00	\$ 197,928.88	\$ 43,716.86	874%	Unexpected bequests and gifts; \$22,500 in in-kind gifts and services; \$164,640.03 unexpected bequest from Overstreet, of which 80% is reserved for the endowment and 20% will be applied to operations for FY19		\$ (22,606.71)	Bequests
FY18 End of Year Direct Mail Appeal	\$ 45,000.00	\$ 44,459.13	\$ 45,000.00	\$ 45,370.25	\$ 45,370.25	101%	70 donors	LYBUNTS SYBUNTS and Prospects	\$ 540.87	Direct mail solicitations: Follow-up by phone calls.
FY18 End of Year Email Appeal	\$ 10,000.00	\$ 9,010.00	\$ 10,000.00	\$ 8,550.00	\$ 8,550.00	86%	21 donors	LYBUNTS SYBUNTS and Prospects	\$ 990.00	3 EOY e-appeals
FY18 End of Year Direct Mail Appeal Alumni	\$ 6,000.00	\$ 5,870.00	\$ 6,000.00	\$ 2,100.00	\$ 2,100.00	35%	8 donors		\$ 130.00	Targeted focus on alumni
FY18 End of Year Email Appeal Alumni	\$ 4,000.00	\$ 1,985.00	\$ 2,000.00	\$ 4,540.00	\$ 4,540.00	227%	18 donors		\$ 15.00	Targeted focus on alumni
FY18 Spring Direct Mail Appeal	\$ 15,000.00	\$ 15,100.00	\$ 12,000.00	\$ 12,131.00	\$ 12,131.00	101%	21 donors		\$ (3,100.00)	Focus on specific project
FY18 Spring Direct Mail Appeal Alumni	\$ 1,000.00	\$ 250.00	\$ 1,000.00	\$ -	\$ -	0%	0 donors		\$ 750.00	Targeted focus on alumni
FY18 Spring Email Appeal	\$ 1,000.00	\$ -	\$ 3,000.00	\$ 1,350.00	\$ 1,350.00	45%	4 donors		\$ 3,000.00	2 e-appeals in spring
FY18 Spring Email Appeal Alumni	\$ 1,000.00	\$ -	\$ 1,000.00	\$ 2,600.00	\$ 2,600.00	260%	2 donors		\$ 1,000.00	Targeted focus on alumni
FY18 Fundraising Events	\$ 15,000.00	\$ 46,800.00	\$ 25,000.00	\$ 62,145.95	\$ 61,345.95	245%	1 anchor event in early summer; 2-3 smaller events; \$800 in-kind donation for Balsaer's hosting Collections of Distinction; \$54,093.88 net from IARC 40th event including business sponsorships and \$32,752 in revenue from the board.	Past attendees, Major Gifts Prospects, Current Donors, and LYBUNTS/SYBUNTS of \$250+	\$ (21,800.00)	IARC 40th Anniversary event (net \$10,000); Collections of Distinction event (\$2,500)
FY18 Schwartz Memorial		\$ 4,790.00	\$ 20,000.00			0%	Goal to raise \$100,000 for Schwartz Memorial Fund (80% to endowment, 20% to operating)		\$ 15,210.00	Public Memorial on 8/27/16; welcome gifts in honor/memory of Doug Schwartz
FY18 Cultivation Events	\$ 2,500.00	\$ 1,650.00	\$ 2,500.00	\$ 1,000.00	\$ 1,000.00	40%	5 new donors	New Prospects (non-donors), Lapsed donors (more than 3+ years)	\$ 850.00	1-2 cultivation events. Special mailings with invitations; personal invitations by board.
FY18 Personal Solicitations	\$ 150,000.00	\$ 124,375.00	\$ 125,000.00	\$ 128,575.00	\$ 128,575.00	103%	5 additional new donors, average \$5,000 ea. Implement Founders' Society.	Target 25-50 Major Gifts Prospects	\$ 625.00	Personal cultivation and solicitations by Board and Staff Leadership (including asks of former board)

SAR Appeals Report: FY2018 Summary

July 1, 2017 - June 30, 2018

Appeal Description	Goal: FY19 for FY20	Actuals Cash Paid & Pledged-FY17 for FY18	Goal: FY18 for FY19	YTD Total Raised	YTD to Goal (FY18 for FY19)	% YTD to FY19 Goal	Details	Audience	Increase/Decrease	Strategies/ Notes
FY18 Unrestricted Individual Giving	\$ 10,000.00	\$ 22,076.25	\$ 25,000.00	\$ 11,989.65	\$ 11,989.65	48%			\$ 2,923.75	
FY18 Field Trips				\$ 2,200.00	\$ 2,200.00		Donation portion of field trips. \$250 is from current board members.			
FY18 Board Giving	\$ 400,000.00	\$ 371,240.00	\$ 375,000.00	\$ 369,545.27	\$ 354,545.27	95%	Includes pledges and outright cash gifts received YTD. Includes John Camp's gift of \$15,000 for the President's Lecture (Kolbert) not reflected in budget for FY19.	Current Board and Advisory Board	\$ 3,760.00	Current Board giving at same levels as last year + new board members giving each at least \$10k, as well as targeted additional asks
FY18 Annual Report	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 50.00	\$ 50.00	2%			\$ -	
FY18 Membership	\$ 87,000.00	\$ 73,435.00	\$ 80,000.00	\$ 78,145.00	\$ 78,145.00	98%	9% increase over last year	Current and new prospects	\$ 6,565.00	Collect names at events and tours and follow up with to invite to join, includes business memberships (not sponsorships)
FY18 President's Circle	\$ 80,000.00	\$ 60,156.38	\$ 70,000.00	\$ 72,800.00	\$ 72,800.00	104%	Net 5 new PC members	Board contacts; new prospects; renew current	\$ 9,843.62	Invite new potential members to PC events; recruit during year at other receptions and cultivation events
FY18 Unrestricted Grants	\$ 20,000.00	\$ 18,500.00	\$ 20,000.00	\$ 10,602.45	\$ 10,602.45	53%	2-3 new family foundations; Includes \$502.45 from the SAR endowment/Baebler Fund at SFCF, Newman's Own Foundation, Sydney Stern Memorial Trust, Bunting	New Prospects or lapsed donors (need to reestablish relationship)	\$ 1,500.00	Research prospects, make personal calls/ visits, write proposals, follow up
FY18 Business Sponsorships	\$ 25,000.00	\$ 19,250.00	\$ 20,000.00	\$ 38,115.67	\$ 24,233.08	121%	2-3 new business sponsors (\$1,000+); In-kind sponsors include: Santa Fe Dining for \$2,500; Inn on the Alameda for \$1,320; Ink & Images for \$483, Santa Fe Spirits for \$232. Does not include IARC event sponsors.	Businesses in Santa Fe and ABQ (include event sponsors)	\$ 750.00	Prepare business sponsor packets, compile list of top prospects, make personal calls to solicit gift; attend Chamber of Commerce events and offer After Hours Reception to recruit new members
TOTAL UNRESTRICTED	\$ 880,000.00	\$ 849,053.47	\$ 850,000.00	\$ 1,049,739.12	\$ 865,844.51	102%			\$ 946.53	

SAR Appeals Report: FY2018 Summary

July 1, 2017 - June 30, 2018

Appeal Description	Goal: FY19 for FY20	Actuals Cash Paid & Pledged-FY17 for FY18	Goal: FY18 for FY19	YTD Total Raised	YTD to Goal (FY18 for FY19)	% YTD to FY19 Goal	Details	Audience	Increase/Decrease	Strategies/ Notes
CONTRIBUTED RESTRICTED FUNDS										
FY18 Restricted Grants: ARF	\$ 307,000.00	\$ 506,095.00	\$ 527,000.00	\$ 506,000.00	\$ 506,000.00	96%	\$246,000 for conservation and collections for FY19; \$260,000 for intellectual training for FY19		\$ 20,905.00	FY2019 grant proposal ideas to be submitted September 2017; to be reviewed by ARF representatives.
FY18 Restricted Grants: Margaret A. Cargill Foundation- Directed CEO	TBD	\$ 74,144.00	\$ -				Special grant for Campus Master Plan and MFB to attend CEO non-profit management training program		\$ (74,144.00)	
FY18 Restricted Grants: Paloheimo- Annual Report	TBD	\$ 35,600.00	\$ 35,600.00	\$ 35,600.00	\$ 35,600.00	100%	Committed- Year 3 of AR funding		\$ -	Submit request for FY18 in March 2017
FY18 Restricted Grants: Paloheimo- Enhanced Communications	TBD	\$ 50,423.00	\$ 75,198.00	\$ 75,198.00	\$ 75,198.00	100%	Verbal commitment for communications enhancements and PR counsel.			
FY18 Restricted Grants: Mill Foundation	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	100%	Need to request additional amount for Scholar Programs for FY19		\$ -	For Scholar Programs
FY18 Restricted Grants: Lannan Foundation	\$ 15,000.00	\$ 14,080.00	\$ 15,000.00	\$ 14,200.00	\$ 14,200.00	95%	Need to request additional amount for Scholar Programs for FY19		\$ 920.00	For Indigenous Writer-in-Residence
FY18 Restricted Grants: Frost Foundation	\$ 15,000.00	\$ 15,000.00	\$ 25,575.00	\$ 15,000.00	\$ 15,000.00	59%	For IARC education programs/ staff		\$ 10,575.00	Preliminary proposal for FY2018 submitted; pending invitation for full proposal October 1, 2017
FY18 Restricted Grants: NM Humanities Council	TBD	\$ -		\$ 5,500.00	\$ 5,500.00		To implement a new program in collaboration with NM MoA to highlight our shared history and to honor our anniversaries.			
FY18 Individual Restricted special projects	TBD	\$ 20,000.00	\$ 5,000.00	\$ 42,500.00	\$ 12,500.00	250%	\$7,500 from Betty and Luke Vortman Endowment Fund for public lecture series and IARC; \$5,000 from the Flora Crichton Endowment Fund; \$10,000 for the Bosavi Digital Archive Project		\$ (15,000.00)	Restricted- Specific according to project division
Cordell Prize	TBD	\$ -	\$ -						\$ -	
TOTAL RESTRICTED		\$ 745,342.00	\$ 713,373.00	\$ 723,998.00	\$ 693,998.00	97%			\$ (31,969.00)	
TOTAL CONTRIBUTED UNRESTRICTED + RESTRICTED		\$ 1,594,395.47	\$ 1,563,373.00	\$ 1,773,737.12	\$ 1,559,842.51	100%			\$ (31,022.47)	
CREATIVE THOUGHT FORUM-FY19 ESTIMATED COSTS- ADDITIONAL TO RAISE										
FY18 Creative Thought Forum	\$ 120,000.00		\$ 150,000.00	\$ 250,000.00	\$ -	0%	Grant from the Betty and Luke Vortman Endowment Fund at the ABQ Community Foundation to establish an endowment fund		\$ 150,000.00	Need to find donors/ investors to hire staff, implement programs



**DEVELOPMENT PLAN
FY 2018-2019
(7/18/18)**

	Goals
Goal 1	Build capacity for maximum fundraising success.
Goal 2	Increase revenue from annual fund and membership.
Goal 3	Strengthen major gifts and planned giving programs.
Goal 4	Determine readiness for a comprehensive campaign.
Goal 5	Heighten the profile and public awareness of SAR and its importance (work with Dir. of Public Programs and Communications)
Goal 6	Increase grant support from foundations and corporations (work with VP of Administration and Finance/ Grants Manager)

Goals, Objectives, and Strategies	
Goal 1	Build capacity for maximum fundraising success.
Objective	1.1 Work with current staff to optimize team performance.
Strategies	<ul style="list-style-type: none"> • Review annual goals for each team member to help accomplish overall department goals. • Work to maximize strengths of each staff member for the benefit of the team. • Continue to implement planning tools and systems to help team stay on track and on deadlines.
Objective	1.2 Increase the efficiency of RE database (RE NXT) and work to maximize its capabilities.
Strategies	<ul style="list-style-type: none"> • Work on training modules to develop our skills with RE NXT and its functionalities. • Implement best practices when utilizing RE NXT for donor relations management, annual fund appeals, and other fundraising strategies. • Continue to improve procedures for gift processing, database management, and clean up. • Focus on building infrastructure for RE wealth screen, including utilizing DonorSearch for more targeted prospect research.
Goal 2	Increase revenue from annual fund and membership.
Objective	2.1 Create and implement integrated plan for both mail and e-mail appeals for end of year as well as for spring campaigns to reach diverse constituencies and increase numbers of donors as well as amount of donations (8.5% increase).
Strategies	<ul style="list-style-type: none"> • Develop print materials for mailings including fundraising letters, reply forms and brochures utilizing new messaging strategies to communicate the importance of SAR. • Design effective e-mail campaigns to increase on-line giving. • Create brief videos to enhance the “storytelling” aspect of SAR and the impact of SAR on scholars, artists, and members. • Adapt website to reflect new annual giving campaign. • Review levels of giving and giving opportunities. • Coordinate annual giving campaign with membership drive(s). • Segment constituencies and target appeals according to interests and relationships to SAR. • Generate targeted mailing lists customized to each identified constituent. • Develop and implement ideas to increase alumni engagement and giving. • Create new strategies to increase monthly giving. • Respond to changes in new tax laws to encourage alternative ways of giving.

Objective	2.2 Expand alumni giving program by 30%.
Strategies	<ul style="list-style-type: none"> • Enlist help from Dir. of Scholar Programs and IARC to work on strategies to engage alumni in supporting SAR. • Involve scholars/artists while they are at SAR to consider ways of supporting SAR. • Clean up database and update contact information and accomplishments of alumni. • Communicate with alumni on a more regular basis with targeted messaging. • Determine benefits for alumni giving and ways to keep alumni engaged in SAR activities. • Create area on website and/or use social media channels to report alumni successes and achievements. • Form alumni leadership group to help with planning alumni engagement and strategies to keep alumni involved with SAR.
Objective	2.3 Improve offerings for members including lectures, field trips, classes, campus tours, etc.
Strategies	<ul style="list-style-type: none"> • Work in coordination with Dir. of Public Programs and Communication to support the implementation of lecture and class promotion and registration of members. • Continue to work on field trip improvements- with a variety of offerings and pricing structures. • Work as liaison to trip operators by coordinating planning, marketing, and logistics for member field trips. • Refine training materials and strategies for campus tours. • Help to promote and recruit members to participate in Scholar Salons as a component of the Public Lecture series to give members (\$500+) an opportunity to participate in more in-depth conversations and experiences with SAR scholars and artists.
Objective	2.4 Improve recruitment strategies and attract new members, increase by 11%.
Strategies	<ul style="list-style-type: none"> • Maintain lists and attendance records of those who attend SAR events and tours. • Send follow up correspondence to attendees to thank current members and to invite non-members to join. • Add names of prospects from staff and Board to database as appropriate. • Develop and implement strategies to recruit new members, including open houses and presentations to targeted interest groups. • Use peer to peer strategies to encourage new and prospective members to take tours of the SAR campus and IARC collections. • Start "ambassador" program to broaden circle of supporters. • Update membership collateral in conjunction with Dir. of Public Programs and Communication.

	<ul style="list-style-type: none"> • Develop new recruiting and referral strategies. • Promote membership at all SAR events and programs. • Work with SAR staff, volunteers, and existing members to be ambassadors and help expand our networks.
Objective	2.5 Improve retention strategies of existing members.
Strategies	<ul style="list-style-type: none"> • Start a loyalty program for members. • Continue to survey members to meet their needs and interests. • Revisit the benefits offered at different member levels to see what changes can be made to accommodate both in-town and out-of-town members.
Objective	2.6 Increase level of support from business sponsors to support public programs and sponsor events.
Strategies	<ul style="list-style-type: none"> • Consult and work with the Development Committee/ Board of Directors to help identify top prospects for sponsorships and solicit new business sponsors. • Provide solicitors with appropriate materials and training to request sponsorships. • Record activities of the solicitors in RE so that activities can be tracked and managed. • Review with VP of Finance and Administration list of vendors. Approach vendor representatives as individual prospects. • Be more active in the SF Chamber of Commerce events to meet and recruit new business sponsors. • Host Business After Hours event in spring 2019 to attract new business sponsors.
Objective	2.7 Expand annual giving through fundraising events.
Strategies	<ul style="list-style-type: none"> • Plan and implement event in conjunction with "Voices of the Rainforest" premiere at the Violet Crown with Steve Feld and Mickey Hart (tbd). • Plan and implement 4th Collections of Distinction event for July 2019 (this also serves as a cultivation event for major gifts).
Goal 3	Strengthen major gifts program and planned giving program.
Objective	3.1 Identify top prospects and develop individualized strategies to cultivate and solicit major gifts (\$2,500+).
Strategies	<ul style="list-style-type: none"> • Work with President, Board Chair, and Development Committee to identify and solicit new and current prospects, including 5 new President's Circle members. • Solicit support for Founders' Society to support Creative Thought Forum, 5 new donors @ \$5,000 ea.; encourage multi-year giving going forward. • Review lists and make assignments for solicitations, involving both staff and board members.

	<ul style="list-style-type: none"> • Research prospects to determine projected levels of giving and prepare background information for solicitors. • Conduct training as needed for solicitors. • Conduct the asks and report back on results to Director of Development. • Record results and next steps in RE database- track “moves management” • Solicit gifts in one on one solicitations, including donations from cultivation events.
Objective	3.2 Continue to increase membership in El Delirio Legacy Circle.
Strategies	<ul style="list-style-type: none"> • Review El Delirio program and review list of current members. • Develop and implement ideas to enlist new participants in the program, starting with board and former board members. Consider volunteers, docents, retirees as well as current donors. • Review current print materials and develop new materials as needed. • Make sure that all current members of El Delirio are invited to all President’s Circle events. • Enlist at least 10 strong prospects and 2-3 new members. • Provide a variety of options for donors to include SAR in their estate plans, including bequests, life income gifts, life insurance, and IRA distributions.
Objective	3.3 Plan events to help steward current major donors and cultivate new major gift and board prospects.
Strategies	<ul style="list-style-type: none"> • Work with Chair of President’s Circle, Board Chair, and other interested Board members to plan and implement compelling and intimate events that engage major donors and entice new donors to give at leadership levels, including joining the newly formed Founders’ Society for the Creative Thought Forum. • Offer exclusive invitations for major donors to intimate events at SAR and at private homes that give prospects and donors an “insiders” view and special access to scholars and Native American artists. • Enlist Board and current donors to invite prospects to join them at those exclusive events and to give at leadership levels. • Follow up on events to assure for maximum opportunities for prospects to give at leadership levels and for current donors to increase their levels of support. • Continue to work with Director of IARC and Scholar Programs to identify individual [and/or business] prospects and work on strategies for cultivation and stewardship. • Plan and implement annual Collections of Distinction event for July 2019.
Objective	3.4 Continue to involve Board in major and planned giving/ legacy program.
Strategies	<ul style="list-style-type: none"> • Conduct Board solicitation as part of major gift program, including planned giving. Obtain board commitments for following year budget by December 2018 to be received by 6/30/19.

	<ul style="list-style-type: none"> • Invite select Board members to make additional targeted gifts over and above their basic annual gift and join the Founders' Society to provide additional support for the Creative Thought Forum initiative. • Involve Board in planned giving program by inviting their participation as well as their inviting friends and colleagues to events and providing pertinent information for prospects to consider. • Invite Board to continue to provide names of prospects to approach for major gifts. • Involve Board members as ambassadors when asking prospects for a gift. • Communicate regularly with former board members and invite their participation and continued/resumed giving.
Objective	3.5 Work with Board Nominating Committee to identify new Board prospects.
Strategies	<ul style="list-style-type: none"> • Make lists of potential new Board members based on a set of established criteria. • Work with Governance Committee to conduct Board asset mapping to determine strengths of current Board members and to help identify needs of the organization and the Board. • Cultivate Board prospects as major gift donors and involve them in SAR related activities. • Prepare orientation for new Board members with a focus on the importance of fundraising as one of their primary areas of responsibility.
Goal 4	Determine readiness for a comprehensive campaign.
Objective	4.1 Conduct a pre-campaign readiness assessment for implementation of the campus master plan.
Strategies	<ul style="list-style-type: none"> • Contract with Capital Campaign Masters (or other firm) as coaches. • Assemble a core committee (working group of 6 members) to work with Campaign consultants to develop a timeline and strategies for campaign readiness. • Clarify goals for the campaign that relate to elements of the campus master plan and for all programmatic and endowment needs. • Create a realistic gift pyramid that reflects gifts needed at different levels and possible naming opportunities. • Draft a preliminary case for support (see below). • Starting with our board, create a list of potential 20-30 lead donors. • Engage potential lead donors in visioning conversations about the project to get them on board. • Issue an RFP for campaign consultants to conduct a feasibility study, if we feel we are ready to move forward. • Interview possible firms. • Conduct board retreat to get ready for a campaign (August).

Objective	4.2 Develop a draft case for support for the comprehensive campaign.
	<ul style="list-style-type: none"> Utilize the recommendations and guidance of 66&Co. to establish the main messaging and language for the case. Identify tangible results and impact of SAR to use as case studies. Work with a contract writer, as well as Dir. of Public Programs and Communications, and graphic designer to develop the language and look for the case for support. Integrate efforts across departments, so all staff are involved in developing the case for support and helping people understand the goals of the campaign.
Goal 5	Heighten the profile and public awareness of SAR and its importance. (work with Dir. of Public Programs and Communications)
Objective	5.1 Communicate the importance of SAR to current and prospective donors/ members.
Strategies	<ul style="list-style-type: none"> Work with 66&Co. to improve our messaging to reach new and existing audiences. Segment and customize communications to suit the diverse audiences of SAR, including scholars, artists, donors, and adult learners. Develop strategic partnerships that broaden our circle of supporters. Continue to attract donors through promotion and involvement in the Creative Thought Forum. Work with IARC and Program staff on ideas for open houses, including presentations/ receptions on campus, artist demonstrations, tours, etc. focused on various audiences (local community, business community, Native American communities, etc.). Integrate donor related stories into SAR NOW and the monthly e-news how they relate to SAR programs.
Objective	5.2 Continue to offer high quality programs for the general public to attract new audiences/ donors/ members to SAR.
Strategies	<ul style="list-style-type: none"> Help execute events in coordination with Dir. of Public Programs and Communication, involving planning, registration, set up, and clean up. Follow up with event attendees to invite them to become members and get involved with SAR activities.
Objective	5.3 Better understand audience(s) and impact of SAR.
Strategies	<ul style="list-style-type: none"> Conduct survey of members/ constituents in database to determine their level of interest in SAR and the types of programs they enjoy as well as communications and content they appreciate receiving. Collect data at SAR events/ tours when possible to capture demographic information.

	<ul style="list-style-type: none"> • Continue to collect anecdotal information on SAR alumni and work on documenting the impact SAR has had on their careers and communities. • Use information collected to inform our decision-making about programs going forward.
Objective	5.4 Maximize use of website for more effective communications and online fundraising.
Strategies	<ul style="list-style-type: none"> • Utilize new website for enhanced communications and fundraising effectiveness. • Utilize best practices when adding content to the web to make sure it is communicating our mission and messaging and is addressing the needs of our donors/members. • Assure that online giving and signing up for e-news is easy and accessible. • Consider calls to action on the website to involve our constituents. • Work with Dir. of Public Programs and Communication to keep content fresh and engaging.
Goal 6	Increase grant support from foundations and corporations.
Objectives	6.1 Assess current grant procedures and establish a new Grants Management System with management tools (2 Excel spreadsheets: 1 for active grants and 1 for planning & monitoring new & renewal grant submissions for the fiscal year) by May 16, 2018.
	6.2 Identify and connect with ten new funders and develop and submit two proposals by June 30, 2019, with an emphasis on securing unrestricted funding.
	6.2 Determine the most appropriate and cost-effective grant searching tool by evaluating our current Foundation Source and Grant Station databases and comparing them with the free Foundation Center Database at the Santa Fe Community Foundation by December 3, 2018.
	6.4 Assist the VPFA with developing and submitting a Federal government Indirect Cost Rate proposal by November 1, 2018.



SCHOOL for ADVANCED RESEARCH
Finance Committee
Friday, August 3, 2018 at 9:30am
Eric S. Dobkin Boardroom

Agenda

- I. Welcome and Quorum Call– Doug Nelson, Chair
- II. Approval of May 1, 2018 Finance Committee minutes (attached)
- III. Review SAR investment performance – REDW
 - Q2 Aggregate
 - Q2 Market
 - Q2 Protective
 - FY 2017 & 2018 Nacubo
- IV. Update on Sustainability Progress
- V. Review FY18 (ending June 30) financial statements
- VI. Walk Ons
- VII. Next Meeting: Tuesday, October 30, 2018 at 2:00pm
- VIII. Adjournment

SCHOOL for ADVANCED RESEARCH

Finance Committee

May 1, 2018 2:00 pm

SAR Reception Center Meeting

Minutes

Members in attendance

Doug Nelson, Chair (via phone)

Nancy Bern

Elizabeth Roghair

Greg Smith (via phone)

Lynne Withey (via phone)

Guests

Joe Colvin

Paul Madrid, Senior Investment Manager, REDW Stanley Financial Advisors, LLC (via phone)

Daniel Yu, REDW Stanley Financial Advisors, LLC (via phone)

Members Not in Attendance

Don Lamm

Staff in Attendance

Michael Brown, President

Sharon Tison, VP for Administration and Finance

Laura Sullivan, Dir. of Development

Suzanne Grayson, Executive Assistant

- I. Welcome and Quorum Call– Doug Nelson, Chair
Doug welcomed the committee
- II. Approval of February 23, 2018 Finance Committee minutes
Doug asked for a motion to approve the Feb 23 minutes. Moved by Nancy Bern and seconded by Michael Brown, the minutes were approved as presented.
- III. Review SAR investment performance – REDW
Paul to review the “Market View” newsletter. SAR aggregate portfolio includes protective, market and hedge fund accounts. US Equities make up 24.9% of the portfolio. Paul stated the Real Estate Investment Trust (REIT) is down about 10%, but expects a positive investment going forward. Bonds are underperforming, but rates are increasing. Paul reviewed the target allocation for market assets. Daniel Yu gave an update on the hedge funds, stating there was a fee remit from Canyon as well as Goldentree for audit fees. Allocation for Goldentree is \$1.2MM, with 40% coming to SAR in 2018, with no indication on the liquidation of the rest. Since high yields are down, Daniel suggests a highly managed fund on the fixed income. He also suggests some high tech investments. Fixed income is short duration, as portfolio doesn’t hold long term bonds.
- IV. Review FY18 Q3 financial statements
Sharon stated we are on target with a few divisions have underspent. Business admin budget is higher than 75% as SAR needs to upgrade payroll system, as they are in the beginning of migration to the new system. She mentioned the idea for the physical plant

to purchase a bobcat for snow removal. Balance sheet shows investments up \$443K. Doug mentioned the market and protective assets allows SAR to be liquid. Michael mentioned that the Press and the in Depth Classes are generating revenue yet the field trips still losing money. Laura agreed to track the benefits of the classes and field trips.

- V. Update on Sustainability Plan continued development
Doug stated that Michael's report is included in the Finance committee packet. Doug said the steps include determining the overall cost of the project, analyze if SAR can raise the money and determine what the revenue impact would be; ie ROI of this multi-million dollar project. Michael also like to explore the option of making our current programs more dynamic. Doug asked Michael to looks at a third scenario between the two.
- VI. Update on SAR Retirement Plan administrative changes
Doug wants to dedicate the October 30, 2018 meeting to this discussion. Doug reminded the members that the Finance committee needs a vice chair and will report back in a month.
- VII. Walk Ons
Doug asked if there was any other business. Sharon stated the first draft of the budget will not be ready by June 30, due to the IARC 40th anniversary fundraiser on June 22, but a draft will be ready by August 3.

Doug adjourned the meeting at 3:27pm

REDW Stanley

Financial Advisors LLC

An SEC Registered Subsidiary of REDW The Rogoff Firm

INTEGRITY COUNTS.

SAR Aggregate Portfolio Review

School for Advanced Research

Prepared By: REDW Stanley Financial Advisors

June 30, 2018

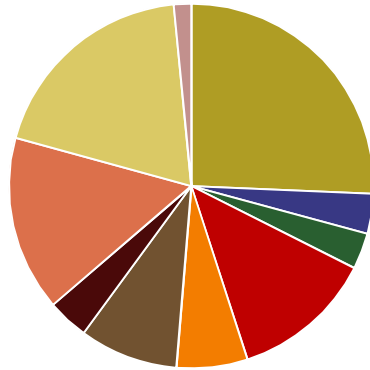
Model vs. Actual Allocation

School for Advanced Research Aggregate

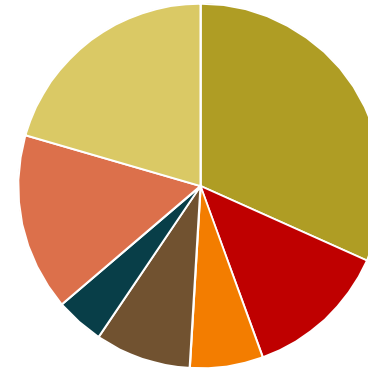
Period Ending: 6/30/2018












Portfolio Inception Date: 9/11/2016

Actual Allocation



Model Allocation



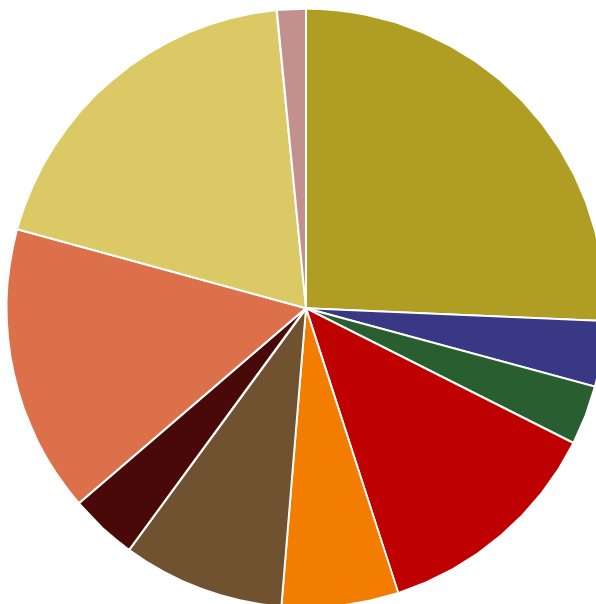
Category		Current Percentage	Current Value	Model Percentage	Model Value	Percent Variance	Dollar Variance
US Equities		25.68%	\$6,747,682.65	31.70%	\$8,329,426.51	6.02%	\$1,581,743.86
Large Cap		3.54%	\$929,661.34	0.00%	\$0.00	(3.54%)	(\$929,661.34)
Mid/Small Cap		3.21%	\$843,795.16	0.00%	\$0.00	(3.21%)	(\$843,795.16)
International Equities		12.58%	\$3,306,382.92	12.75%	\$3,350,163.66	0.17%	\$43,780.74
Emerging Markets		6.30%	\$1,655,115.20	6.50%	\$1,707,926.57	0.20%	\$52,811.37
Real Estate Investment Trust		8.75%	\$2,297,948.85	8.50%	\$2,233,442.44	(0.25%)	(\$64,506.41)
Alternative Investments		3.65%	\$959,898.73	0.00%	\$0.00	(3.65%)	(\$959,898.73)
High Yield Bond		0.00%	\$0.00	4.30%	\$1,129,859.12	4.30%	\$1,129,859.12
Intermediate Term Bonds		15.54%	\$4,084,552.34	15.75%	\$4,138,437.46	0.21%	\$53,885.12
Short Term Bonds		19.19%	\$5,041,025.55	20.50%	\$5,386,537.65	1.31%	\$345,512.10
Cash Equivalents		1.56%	\$409,730.67	0.00%	\$0.00	(1.56%)	(\$409,730.67)
TOTAL			\$26,275,793.41		\$26,275,793.41		

Allocation by Category

School for Advanced Research Aggregate

Period Ending: 6/30/2018

Portfolio Inception Date: 9/11/2016



Weight Description

Current Value

Weight	Description	Current Value
100.0%	Portfolio Total	\$26,275,793.41
25.7%	US Equities	\$6,747,682.65
3.5%	Large Cap	\$929,661.34
3.2%	Mid/Small Cap	\$843,795.16
12.6%	International Equities	\$3,306,382.92
6.3%	Emerging Markets	\$1,655,115.20
8.7%	Real Estate Investment Trust	\$2,297,948.85
3.7%	Alternative Investments	\$959,898.73
15.5%	Intermediate Term Bonds	\$4,084,552.34
19.2%	Short Term Bonds	\$5,041,025.55

Continued on Next Page

We recommend you compare this statement with the statement you receive from your custodian.

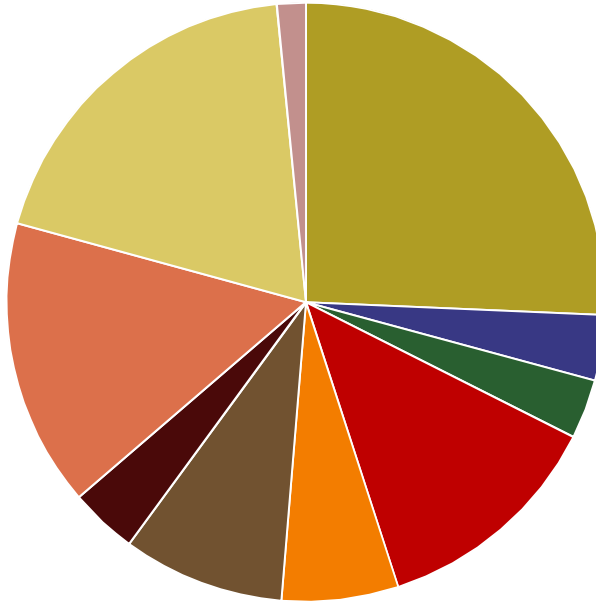
We believe this information to be reliable, but do not guarantee its accuracy. All gains/losses are calculated using a specific security matching method of buys and sells, except for mutual funds, which are calculated using an average cost basis method.

Allocation by Category

School for Advanced Research Aggregate

Period Ending: 6/30/2018

Portfolio Inception Date: 9/11/2016



Weight	Description	Current Value
1.6%	Cash Equivalents	\$409,730.67

We recommend you compare this statement with the statement you receive from your custodian.

We believe this information to be reliable, but do not guarantee its accuracy. All gains/losses are calculated using a specific security matching method of buys and sells, except for mutual funds, which are calculated using an average cost basis method.

Portfolio Holdings

School for Advanced Research Aggregate

Period Ending: 6/30/2018

Portfolio Inception Date: 9/11/2016

Weight	Symbol	Description	Quantity	Price	Current Value
100.0%	Portfolio Total				\$26,275,793.41
25.7%	US Equities				\$6,747,682.65
25.7%	DFOFX	DFA U.S. Core Equity 1	289,351.743	\$23.32	\$6,747,682.65
3.5%	Large Cap				\$929,661.34
3.5%	DFLVX	DFA U.S. Large Cap Value	24,477.655	\$37.98	\$929,661.34
3.2%	Mid/Small Cap				\$843,795.16
3.2%	DFSVX	DFA US Small Cap Value	21,190.235	\$39.82	\$843,795.16
12.6%	International Equities				\$3,306,382.92
8.5%	DFIEX	DFA Intl Core Equity	160,826.543	\$13.94	\$2,241,922.01
2.0%	DFIVX	DFA Intl Value Portfolio	28,004.034	\$19.20	\$537,677.45
2.0%	DISVX	DFA Intl Small Cap Value	24,309.343	\$21.67	\$526,783.46
6.3%	Emerging Markets				\$1,655,115.20
0.9%	DEMSX	DFA Emerging Mkts Small Cap	11,235.917	\$21.86	\$245,617.15
4.1%	DFCEX	DFA Emerging Mkts Core Equity	50,452.095	\$21.17	\$1,068,070.85
1.3%	DFEVX	DFA Emerging Mkts Value	11,781.477	\$28.98	\$341,427.20
8.7%	Real Estate Investment Trust				\$2,297,948.85
8.7%	VNQ	Vanguard REIT ETF	28,213.000	\$81.45	\$2,297,948.85
3.7%	Alternative Investments				\$959,898.73
0.0%	GT SP-F MGMT	GoldenTree Class SP-F MGMT Series 26	7.870	\$418.06	\$3,290.08
0.0%	GT SP-F MGMT	GoldenTree Class SP-F MGMT Series 42	3.534	\$407.59	\$1,440.25
0.0%	GT SP-F MGMT	GoldenTree Class SP-F MGMT Series 54	5.016	\$407.68	\$2,044.89
0.4%	GTSP1F26	GoldenTree SP1-1F Series 26	99.118	\$957.36	\$94,890.92

Continued on Next Page

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Portfolio Holdings

School for Advanced Research Aggregate

Period Ending: 6/30/2018

Portfolio Inception Date: 9/11/2016

Weight	Symbol	Description	Quantity	Price	Current Value
0.0%	GTSP1F42	GoldenTree SP1-1F Series 42	13.577	\$957.36	\$12,998.32
0.1%	GTSP1F54	GoldenTree SP1-1F Series 54	19.501	\$957.36	\$18,669.68
0.1%	GTSP5F26	GoldenTree SP1-5F Series 26	15.362	\$1,076.40	\$16,535.55
0.0%	GTSP5F42	GoldenTree SP1-5F Series 42	2.104	\$1,076.40	\$2,265.06
0.0%	GTSP5F54	GoldenTree SP1-5F Series 54	3.022	\$1,076.40	\$3,253.35
0.1%	GTSP6F26	GoldenTree SP6-1F Series 26	56.920	\$358.31	\$20,394.93
0.0%	GTSP6F42	GoldenTree SP6-1F Series 42	15.773	\$358.31	\$5,651.56
0.0%	GTSP6F54	GoldenTree SP6-1F Series 54	22.394	\$358.31	\$8,024.17
1.4%	GTSP8F26	GoldenTree SP8-1F Series 26	100.988	\$3,704.58	\$374,117.84
0.6%	GTSP8F42	GoldenTree SP8-1F Series 42	44.207	\$3,704.58	\$163,769.09
0.9%	GTSP8F54	GoldenTree SP8-1F Series 54	62.775	\$3,704.58	\$232,553.04
15.5%	Intermediate Term Bonds				\$4,084,552.34
8.7%	DFAPX	DFA Investment Grade	218,105.568	\$10.48	\$2,285,746.35
6.8%	DODIX	Dodge & Cox Income Fund	134,540.463	\$13.37	\$1,798,805.99
19.2%	Short Term Bonds				\$5,041,025.55
19.2%	BSV	Vanguard Short Term Bond Index ETF	64,455.000	\$78.21	\$5,041,025.55
1.6%	Cash Equivalents				\$409,730.67
0.4%	CASH	CASH			\$116,222.89
1.1%	SNOXX	Schwab Treasury Money Market			\$293,507.78

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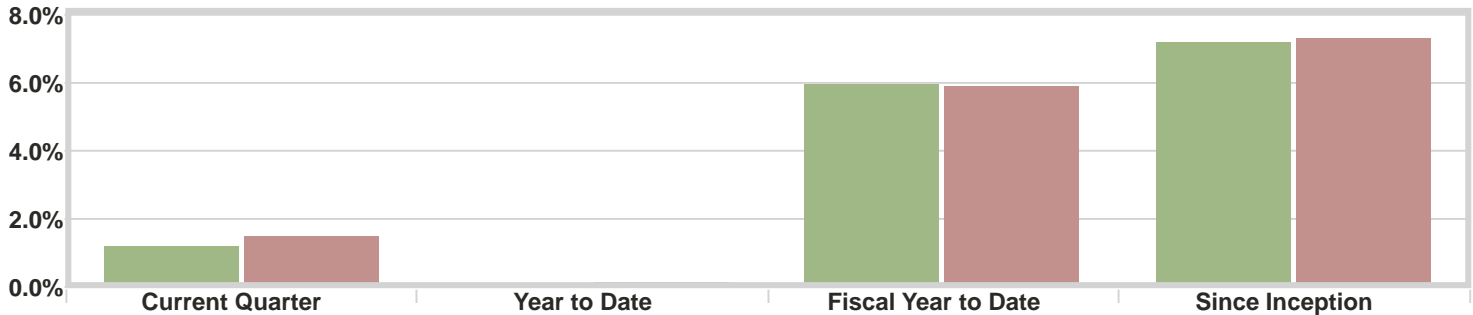
Performance Summary

TWR

Period Ending: 6/30/2018
Portfolio Inception Date: 9/11/2016

School for Advanced Research Aggregate

Portfolio Returns



	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
Your Portfolio	1.2%	0.1%	5.9%	7.2%
SAR Combined Portfolios Benchmark	1.5%	0.1%	5.9%	7.3%

Components Of Change

	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
BEGINNING VALUE	26,159,630.13	26,705,798.25	25,530,755.97	0.00
Net Contributions	(190,003.24)	(440,003.24)	(763,389.47)	23,065,424.90
Capital Appreciation	28,123.76	(365,974.20)	898,210.99	2,441,513.88
Income	146,828.34	215,450.56	515,122.66	858,240.31
Management Fees	(12,058.92)	(24,352.11)	(48,179.56)	(73,660.04)
Other Expenses	143,273.34	184,874.15	143,272.82	(15,725.64)
ENDING VALUE	26,275,793.41	26,275,793.41	26,275,793.41	26,275,793.41
INVESTMENT GAIN	306,166.52	9,998.40	1,508,426.91	3,210,368.51

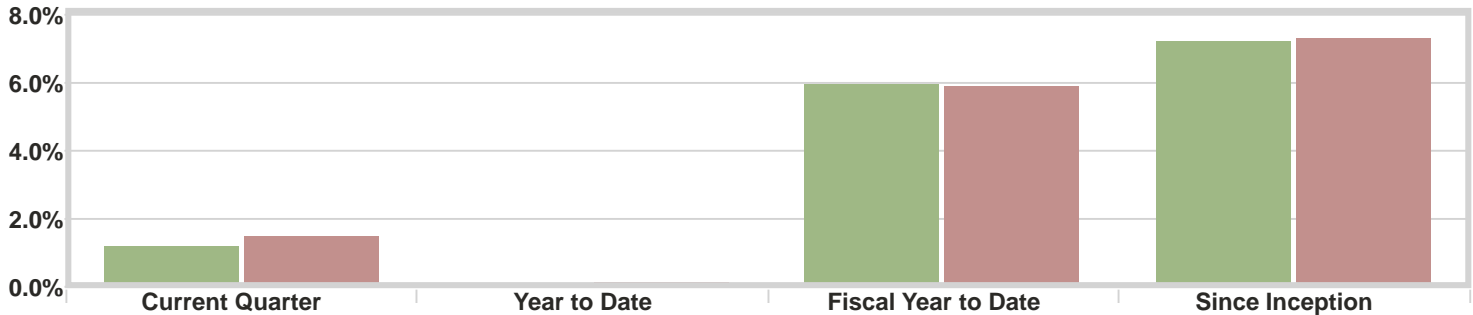
Performance Summary

IRR

Period Ending: 6/30/2018
Portfolio Inception Date: 9/11/2016

School for Advanced Research Aggregate

Portfolio Returns



	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
Your Portfolio	1.2%	0.0%	6.0%	7.2%
SAR Combined Portfolios Benchmark	1.5%	0.1%	5.9%	7.3%

Components Of Change

	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
BEGINNING VALUE	26,159,630.13	26,705,798.25	25,530,755.97	0.00
Net Contributions	(190,003.24)	(440,003.24)	(763,389.47)	23,065,424.90
Capital Appreciation	28,123.76	(365,974.20)	898,210.99	2,441,513.88
Income	146,828.34	215,450.56	515,122.66	858,240.31
Management Fees	(12,058.92)	(24,352.11)	(48,179.56)	(73,660.04)
Other Expenses	143,273.34	184,874.15	143,272.82	(15,725.64)
ENDING VALUE	26,275,793.41	26,275,793.41	26,275,793.41	26,275,793.41
INVESTMENT GAIN	306,166.52	9,998.40	1,508,426.91	3,210,368.51

Asset Class Performance Summary

School for Advanced Research Aggregate

Period Ending: 6/30/2018

Portfolio Inception Date: 9/11/2016

Asset Class Description	Inception Date	Current Value	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
US Equities	10/20/2016	6,747,683	3.57%	2.96%	15.33%	32.78%
Large Cap	9/11/2016	929,661	0.43%	(2.10%)	10.45%	10.19%
Mid/Small Cap	9/11/2016	843,795	7.92%	4.92%	14.76%	36.85%
International Equities	9/11/2016	3,306,383	(2.29%)	(3.46%)	7.86%	19.73%
Emerging Markets	9/11/2016	1,655,115	(9.71%)	(8.12%)	4.54%	17.15%
Real Estate Investment Trust	10/20/2016	2,297,949	9.35%	1.19%	3.31%	6.46%
Alternative Investments	9/11/2016	959,899	(5.42%)	(1.82%)	0.82%	18.53%
Intermediate Term Bonds	9/15/2016	4,084,552	(0.42%)	(2.14%)	(1.58%)	(1.61%)
Short Term Bonds	9/11/2016	5,041,026	0.21%	(0.34%)	(0.37%)	(0.26%)

Continued on Next Page

Asset Class Performance Summary

School for Advanced Research Aggregate

Period Ending: 6/30/2018

Portfolio Inception Date: 9/11/2016

Asset Class Description	Inception Date	Current Value	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
Cash Equivalents	9/11/2016	409,731	41.17%	39.57%	14.26%	(13.32%)
Total Portfolio (Net of Fees)	9/11/2016	26,275,793	1.18%	0.04%	5.98%	13.42%
SAR Combined Portfolios Benchmark			1.50%	0.14%	5.92%	13.55%
Russell 3000 TR USD			3.89%	3.22%	14.78%	30.42%
Russell 1000 Value TR USD			1.18%	(1.69%)	6.77%	19.05%
Russell 2000 TR USD			7.75%	7.66%	17.57%	35.28%
MSCI EAFE USD			(1.24%)	(2.75%)	6.84%	21.67%
S&P/IFCI Composite TR USD			(7.49%)	(6.31%)	8.80%	24.60%
FTSE NAREIT Equity REITs TR			10.04%	1.02%	3.36%	1.93%
BarCap US Corporate High Yield TR USD			1.03%	0.16%	2.62%	10.03%
BBgBarc US Agg Interm TR USD			0.09%	(0.97%)	(0.32%)	(0.68%)
BarCap US Govt/Credit A+ 1-5 Yr TR USD			0.16%	(0.30%)	(0.27%)	(0.25%)
IA SBBI US 30 Day TBill TR USD			0.42%	0.76%	1.27%	1.63%

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All returns net of fees automatically deducted from account. Not considered are fees submitted by cash, check or credit card.

REDW Stanley

Financial Advisors LLC

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INTEGRITY COUNTS.

SAR Market Assets Portfolio Review

School for Advanced Research

PO Box 2188

Santa Fe, NM 87504

Prepared By: REDW Stanley Financial Advisors

June 30, 2018

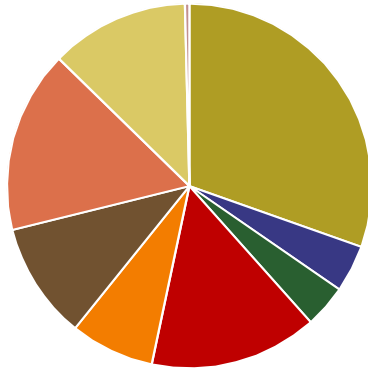
Model vs. Actual Allocation

School for Advanced Research Corp Acct - Market Assets

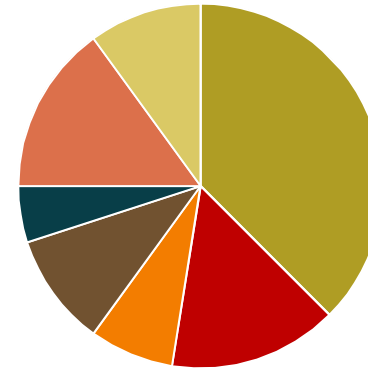
Period Ending: 6/30/2018











Portfolio Inception Date: 9/11/2016

Actual Allocation



Model Allocation



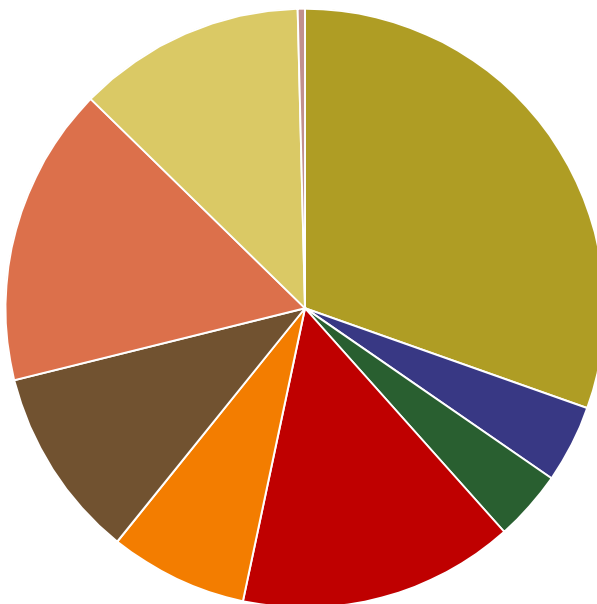
Category		Current Percentage	Current Value	Model Percentage	Model Value	Percent Variance	Dollar Variance
US Equities		30.42%	\$6,747,682.65	37.50%	\$8,318,616.19	7.08%	\$1,570,933.54
Large Cap		4.19%	\$929,661.34	0.00%	\$0.00	(4.19%)	(\$929,661.34)
Mid/Small Cap		3.80%	\$843,795.16	0.00%	\$0.00	(3.80%)	(\$843,795.16)
International Equities		14.91%	\$3,306,382.92	15.00%	\$3,327,446.48	0.09%	\$21,063.56
Emerging Markets		7.46%	\$1,655,115.20	7.50%	\$1,663,723.24	0.04%	\$8,608.04
Real Estate Investment Trust		10.36%	\$2,297,948.85	10.00%	\$2,218,297.65	(0.36%)	(\$79,651.20)
High Yield Bond		0.00%	\$0.00	5.00%	\$1,109,148.83	5.00%	\$1,109,148.83
Intermediate Term Bonds		16.17%	\$3,586,695.76	15.00%	\$3,327,446.48	(1.17%)	(\$259,249.29)
Short Term Bonds		12.30%	\$2,728,277.64	10.00%	\$2,218,297.65	(2.30%)	(\$509,979.99)
Cash Equivalents		0.39%	\$87,416.98	0.00%	\$0.00	(0.39%)	(\$87,416.98)
TOTAL			\$22,182,976.50		\$22,182,976.50		

Allocation by Category

School for Advanced Research Corp Acct - Market Assets

Period Ending: 6/30/2018

Portfolio Inception Date: 9/11/2016



Weight	Description	Current Value
100.0%	Portfolio Total	\$22,182,976.50
30.4%	US Equities	\$6,747,682.65
4.2%	Large Cap	\$929,661.34
3.8%	Mid/Small Cap	\$843,795.16
14.9%	International Equities	\$3,306,382.92
7.5%	Emerging Markets	\$1,655,115.20
10.4%	Real Estate Investment Trust	\$2,297,948.85
16.2%	Intermediate Term Bonds	\$3,586,695.76
12.3%	Short Term Bonds	\$2,728,277.64
0.4%	Cash Equivalents	\$87,416.98

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Portfolio Holdings

School for Advanced Research Corp Acct - Market Assets

Period Ending: 6/30/2018
Portfolio Inception Date: 9/11/2016

Weight	Symbol	Description	Quantity	Price	Current Value
100.0%	Portfolio Total				\$22,182,976.50
30.4%	US Equities				\$6,747,682.65
30.4%	DFOOX	DFA U.S. Core Equity 1	289,351.743	\$23.32	\$6,747,682.65
4.2%	Large Cap				\$929,661.34
4.2%	DFLVX	DFA U.S. Large Cap Value	24,477.655	\$37.98	\$929,661.34
3.8%	Mid/Small Cap				\$843,795.16
3.8%	DFSVX	DFA US Small Cap Value	21,190.235	\$39.82	\$843,795.16
14.9%	International Equities				\$3,306,382.92
10.1%	DFIEX	DFA Intl Core Equity	160,826.543	\$13.94	\$2,241,922.01
2.4%	DFIVX	DFA Intl Value Portfolio	28,004.034	\$19.20	\$537,677.45
2.4%	DISVX	DFA Intl Small Cap Value	24,309.343	\$21.67	\$526,783.46
7.5%	Emerging Markets				\$1,655,115.20
1.1%	DEMSX	DFA Emerging Mkts Small Cap	11,235.917	\$21.86	\$245,617.15
4.8%	DFCEX	DFA Emerging Mkts Core Equity	50,452.095	\$21.17	\$1,068,070.85
1.5%	DFEVX	DFA Emerging Mkts Value	11,781.477	\$28.98	\$341,427.20
10.4%	Real Estate Investment Trust				\$2,297,948.85
10.4%	VNQ	Vanguard REIT ETF	28,213.000	\$81.45	\$2,297,948.85
16.2%	Intermediate Term Bonds				\$3,586,695.76
8.3%	DFAPX	DFA Investment Grade	176,126.942	\$10.48	\$1,845,810.35
7.8%	DODIX	Dodge & Cox Income Fund	130,208.333	\$13.37	\$1,740,885.41

Continued on Next Page

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Portfolio Holdings

School for Advanced Research Corp Acct - Market Assets

Period Ending: 6/30/2018
Portfolio Inception Date: 9/11/2016

Weight	Symbol	Description	Quantity	Price	Current Value
12.3%	Short Term Bonds				\$2,728,277.64
12.3%	BSV	Vanguard Short Term Bond Index ETF	34,884.000	\$78.21	\$2,728,277.64
0.4%	Cash Equivalents				\$87,416.98
0.4%	CASH	CASH			\$87,416.98

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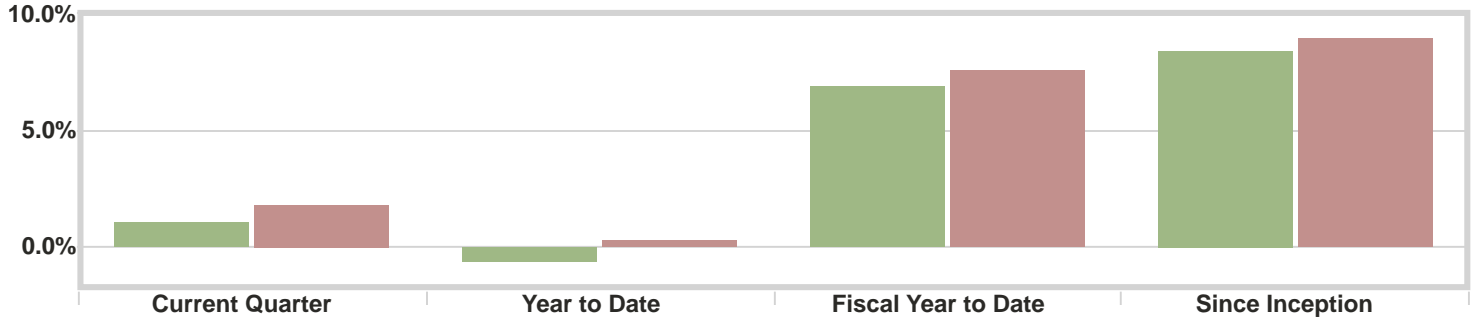
Performance Summary

TWR

Period Ending: 6/30/2018
Portfolio Inception Date: 9/11/2016

School for Advanced Research Corp Acct - Market Assets

Portfolio Returns



	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
Your Portfolio	1.0%	(0.6%)	6.8%	8.4%
SAR Market Assets Benchmark	1.8%	0.2%	7.5%	8.9%

Components Of Change

	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
BEGINNING VALUE	21,815,446.42	22,107,890.55	16,373,589.50	0.00
Net Contributions	153,270.10	212,180.40	4,441,850.24	19,588,295.40
Capital Appreciation	95,383.84	(301,886.16)	961,060.65	1,904,790.94
Income	130,935.06	189,143.82	454,655.67	765,776.67
Management Fees	(12,058.92)	(24,352.11)	(48,179.56)	(73,660.04)
Other Expenses	0.00	0.00	0.00	(2,226.47)
ENDING VALUE	22,182,976.50	22,182,976.50	22,182,976.50	22,182,976.50
INVESTMENT GAIN	214,259.98	(137,094.45)	1,367,536.76	2,594,681.10

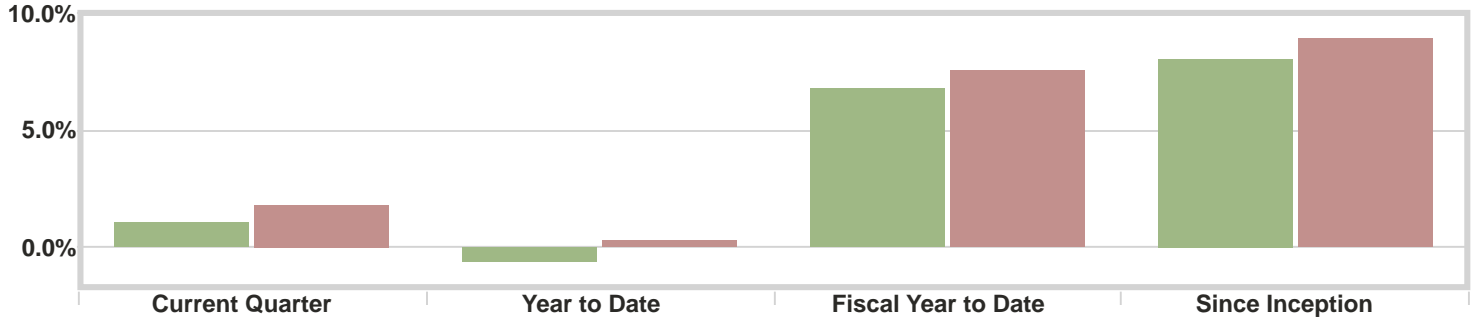
Performance Summary

IRR

Period Ending: 6/30/2018
Portfolio Inception Date: 9/11/2016

School for Advanced Research Corp Acct - Market Assets

Portfolio Returns



	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
Your Portfolio	1.0%	(0.6%)	6.7%	8.1%
SAR Market Assets Benchmark	1.8%	0.2%	7.5%	8.9%

Components Of Change

	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
BEGINNING VALUE	21,815,446.42	22,107,890.55	16,373,589.50	0.00
Net Contributions	153,270.10	212,180.40	4,441,850.24	19,588,295.40
Capital Appreciation	95,383.84	(301,886.16)	961,060.65	1,904,790.94
Income	130,935.06	189,143.82	454,655.67	765,776.67
Management Fees	(12,058.92)	(24,352.11)	(48,179.56)	(73,660.04)
Other Expenses	0.00	0.00	0.00	(2,226.47)
ENDING VALUE	22,182,976.50	22,182,976.50	22,182,976.50	22,182,976.50
INVESTMENT GAIN	214,259.98	(137,094.45)	1,367,536.76	2,594,681.10

Asset Class Performance Summary

School for Advanced Research Corp Acct - Market Assets

Period Ending: 6/30/2018

Portfolio Inception Date: 9/11/2016

Asset Class Description	Inception Date	Current Value	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
US Equities	10/20/2016	6,747,683	3.57%	2.96%	15.33%	32.78%
Large Cap	9/11/2016	929,661	0.43%	(2.10%)	10.45%	10.19%
Mid/Small Cap	9/11/2016	843,795	7.92%	4.92%	14.76%	36.85%
International Equities	9/11/2016	3,306,383	(2.29%)	(3.46%)	7.86%	19.73%
Emerging Markets	9/11/2016	1,655,115	(9.71%)	(8.12%)	4.54%	17.15%
Real Estate Investment Trust	10/20/2016	2,297,949	9.35%	1.19%	3.31%	6.46%
Intermediate Term Bonds	9/15/2016	3,586,696	(0.44%)	(2.12%)	(1.65%)	(1.68%)
Short Term Bonds	9/11/2016	2,728,278	0.23%	(0.29%)	(0.38%)	(0.29%)

Continued on Next Page

Asset Class Performance Summary

School for Advanced Research Corp Acct - Market Assets

Period Ending: 6/30/2018

Portfolio Inception Date: 9/11/2016

Asset Class Description	Inception Date	Current Value	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
Cash Equivalents	9/11/2016	87,417	(13.46%)	(25.26%)	(17.34%)	(30.38%)
Total Portfolio (Net of Fees)	9/11/2016	22,182,977	0.98%	(0.62%)	6.75%	14.96%
SAR Market Assets Benchmark			1.76%	0.22%	7.51%	16.59%
Russell 3000 TR USD			3.89%	3.22%	14.78%	30.42%
Russell 1000 Value TR USD			1.18%	(1.69%)	6.77%	19.05%
Russell 2000 TR USD			7.75%	7.66%	17.57%	35.28%
MSCI EAFE USD			(1.24%)	(2.75%)	6.84%	21.67%
S&P/IFCI Composite TR USD			(7.49%)	(6.31%)	8.80%	24.60%
FTSE NAREIT Equity REITs TR			10.04%	1.02%	3.36%	1.93%
BarCap US Corporate High Yield TR USD			1.03%	0.16%	2.62%	10.03%
BBgBarc US Agg Interm TR USD			0.09%	(0.97%)	(0.32%)	(0.68%)
BarCap US Govt/Credit A+ 1-5 Yr TR USD			0.16%	(0.30%)	(0.27%)	(0.25%)
IA SBBI US 30 Day TBill TR USD			0.42%	0.76%	1.27%	1.63%

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All returns net of fees automatically deducted from account. Not considered are fees submitted by cash, check or credit card.

REDW Stanley

Financial Advisors LLC

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INTEGRITY COUNTS.

SAR Protective Assets Portfolio Review

School for Advanced Research

PO Box 2188

Santa Fe, NM 87504

Prepared By: REDW Stanley Financial Advisors

June 30, 2018

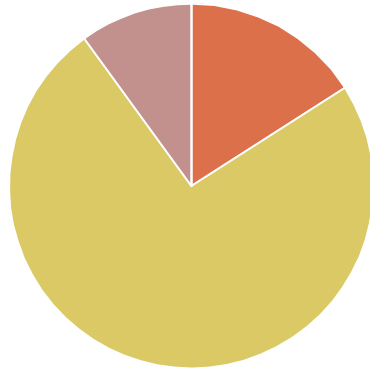
Model vs. Actual Allocation

School for Advanced Research Corp Acct - Protective Assets

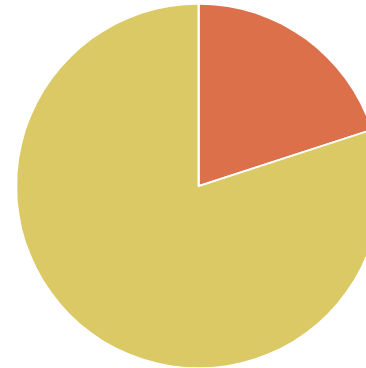
Period Ending: 6/30/2018




Portfolio Inception Date: 10/6/2016

Actual Allocation



Model Allocation



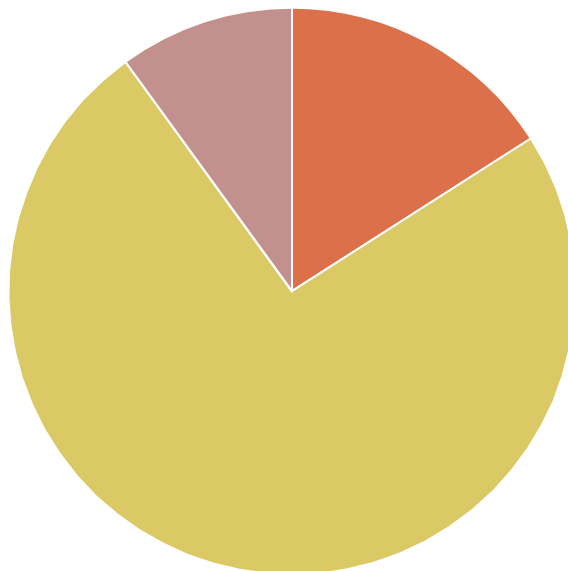
Category		Current Percentage	Current Value	Model Percentage	Model Value	Percent Variance	Dollar Variance
Intermediate Term Bonds		15.94%	\$497,856.58	20.00%	\$624,584.28	4.06%	\$126,727.70
Short Term Bonds		74.06%	\$2,312,747.91	80.00%	\$2,498,337.14	5.94%	\$185,589.23
Cash Equivalents		10.00%	\$312,316.93	0.00%	\$0.00	(10.00%)	(\$312,316.93)
TOTAL			\$3,122,921.42		\$3,122,921.42		

Allocation by Category

School for Advanced Research Corp Acct - Protective Assets

Period Ending: 6/30/2018

Portfolio Inception Date: 10/6/2016



Weight	Description	Current Value
100.0%	Portfolio Total	\$3,122,921.42
15.9%	Intermediate Term Bonds	\$497,856.58
74.1%	Short Term Bonds	\$2,312,747.91
10.0%	Cash Equivalents	\$312,316.93

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Portfolio Holdings

School for Advanced Research Corp Acct - Protective Assets

Period Ending: 6/30/2018
Portfolio Inception Date: 10/6/2016

Weight	Symbol	Description	Quantity	Price	Current Value
100.0%	Portfolio Total				\$3,122,921.42
15.9%	Intermediate Term Bonds				\$497,856.58
14.1%	DFAPX	DFA Investment Grade	41,978.626	\$10.48	\$439,936.00
1.9%	DODIX	Dodge & Cox Income Fund	4,332.130	\$13.37	\$57,920.58
74.1%	Short Term Bonds				\$2,312,747.91
74.1%	BSV	Vanguard Short Term Bond Index ETF	29,571.000	\$78.21	\$2,312,747.91
10.0%	Cash Equivalents				\$312,316.93
0.6%	CASH	CASH			\$18,809.15
9.4%	SNOXX	Schwab Treasury Money Market			\$293,507.78

We recommend you compare this statement with the statement you receive from your custodian.

We believe this information to be reliable, but do not guarantee its accuracy. All gains/losses are calculated using a specific security matching method of buys and sells, except for mutual funds, which are calculated using an average cost basis method.

Performance Summary

TWR

Period Ending: 6/30/2018
Portfolio Inception Date: 10/6/2016

School for Advanced Research Corp Acct - Protective Assets

Portfolio Returns



	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
Your Portfolio	0.1%	(0.5%)	(0.3%)	(0.2%)
SAR Protective Assets Benchmark	0.2%	(0.3%)	(0.1%)	(0.1%)

Components Of Change

	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
BEGINNING VALUE	3,318,850.38	3,592,710.97	3,196,941.31	0.00
Net Contributions	(200,000.00)	(450,000.00)	(60,100.00)	3,132,168.98
Capital Appreciation	(11,822.24)	(46,096.29)	(74,386.88)	(101,661.20)
Income	15,893.28	26,306.74	60,466.99	92,463.64
Management Fees	0.00	0.00	0.00	0.00
Other Expenses	0.00	0.00	0.00	(50.00)
ENDING VALUE	3,122,921.42	3,122,921.42	3,122,921.42	3,122,921.42
INVESTMENT GAIN	4,071.04	(19,789.55)	(13,919.89)	(9,247.56)

Performance Summary

IRR

Period Ending: 6/30/2018
Portfolio Inception Date: 10/6/2016

School for Advanced Research Corp Acct - Protective Assets

Portfolio Returns



	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
Your Portfolio	0.1%	(0.6%)	(0.4%)	(0.2%)
SAR Protective Assets Benchmark	0.2%	(0.3%)	(0.1%)	(0.1%)

Components Of Change

	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
BEGINNING VALUE	3,318,850.38	3,592,710.97	3,196,941.31	0.00
Net Contributions	(200,000.00)	(450,000.00)	(60,100.00)	3,132,168.98
Capital Appreciation	(11,822.24)	(46,096.29)	(74,386.88)	(101,661.20)
Income	15,893.28	26,306.74	60,466.99	92,463.64
Management Fees	0.00	0.00	0.00	0.00
Other Expenses	0.00	0.00	0.00	(50.00)
ENDING VALUE	3,122,921.42	3,122,921.42	3,122,921.42	3,122,921.42
INVESTMENT GAIN	4,071.04	(19,789.55)	(13,919.89)	(9,247.56)

Asset Class Performance Summary

School for Advanced Research Corp Acct - Protective Assets

Period Ending: 6/30/2018

Portfolio Inception Date: 10/6/2016

Asset Class Description	Inception Date	Current Value	Current Quarter	Year to Date	Fiscal Year to Date	Since Inception
Intermediate Term Bonds	10/24/2016	497,857	(0.28%)	(2.23%)	(1.19%)	(1.14%)
Short Term Bonds	10/24/2016	2,312,748	0.19%	(0.39%)	(0.35%)	(0.21%)
Cash Equivalents	10/6/2016	312,317	0.32%	0.49%	0.92%	1.10%
Total Portfolio (Net of Fees)	10/6/2016	3,122,921	0.13%	(0.59%)	(0.41%)	(0.30%)
SAR Protective Assets Benchmark			0.17%	(0.30%)	(0.10%)	(0.17%)
BBgBarc US Agg Interm TR USD			0.09%	(0.97%)	(0.32%)	(0.72%)
BarCap US Govt/Credit A+ 1-5 Yr TR USD			0.16%	(0.30%)	(0.27%)	(0.32%)
IA SBBI US 30 Day TBill TR USD			0.42%	0.76%	1.27%	1.62%

We believe this information to be reliable, but do not guarantee its accuracy. All gains/losses are calculated using a specific security matching method of buys and sells, except for mutual funds, which are calculated using an average cost basis method.

All returns net of fees automatically deducted from account. Not considered are fees submitted by cash, check or credit card.

REDW Stanley

Financial Advisors LLC

An SEC Registered Subsidiary of REDW The Rogoff Firm

INTEGRITY COUNTS.

SAR Aggregate FY 2017 & 2018

School for Advanced Research

Prepared By: REDW Stanley Financial Advisors

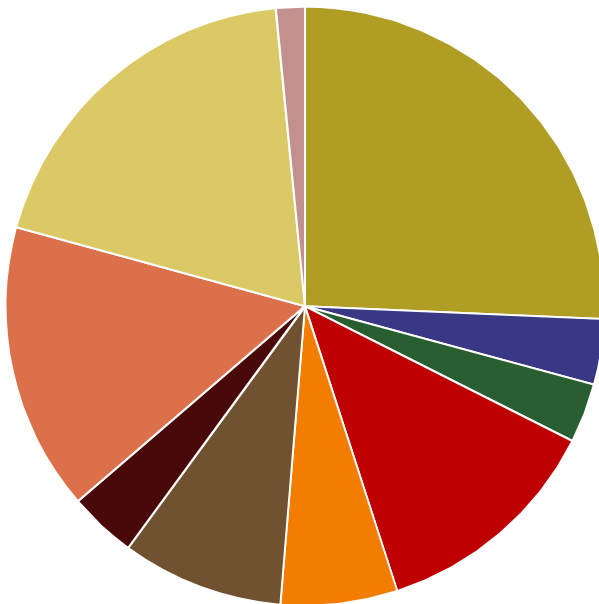
June 30, 2018

Allocation by Category

School for Advanced Research Aggregate

Period Ending: 6/30/2018

Portfolio Inception Date: 9/11/2016



Weight Description

Current Value

Weight	Description	Current Value
100.0%	Portfolio Total	\$26,275,793.41
25.7%	US Equities	\$6,747,682.65
3.5%	Large Cap	\$929,661.34
3.2%	Mid/Small Cap	\$843,795.16
12.6%	International Equities	\$3,306,382.92
6.3%	Emerging Markets	\$1,655,115.20
8.7%	Real Estate Investment Trust	\$2,297,948.85
3.7%	Alternative Investments	\$959,898.73
15.5%	Intermediate Term Bonds	\$4,084,552.34
19.2%	Short Term Bonds	\$5,041,025.55

Continued on Next Page

We recommend you compare this statement with the statement you receive from your custodian.

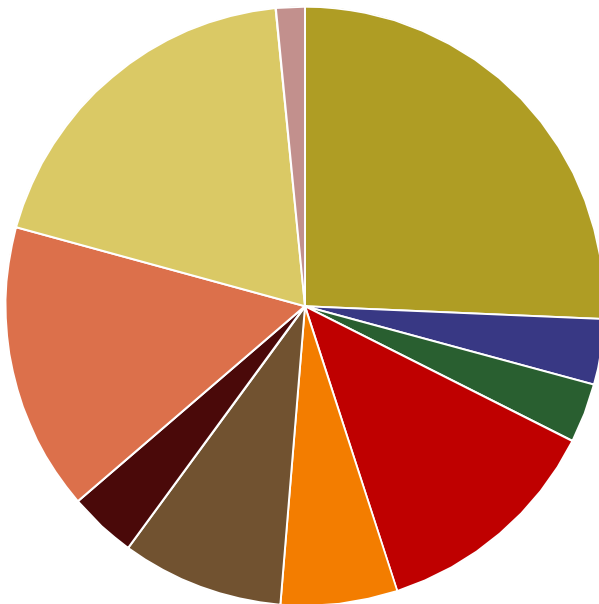
We believe this information to be reliable, but do not guarantee its accuracy. All gains/losses are calculated using a specific security matching method of buys and sells, except for mutual funds, which are calculated using an average cost basis method.

Allocation by Category

School for Advanced Research Aggregate

Period Ending: 6/30/2018

Portfolio Inception Date: 9/11/2016



Weight	Description	Current Value
1.6%	Cash Equivalents	\$409,730.67

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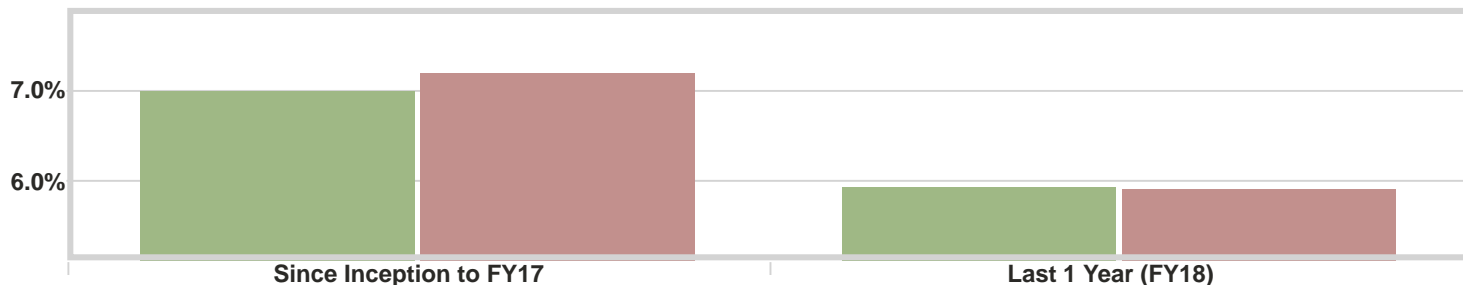
Performance Summary

TWR

Period Ending: 6/30/2018
Portfolio Inception Date: 9/11/2016

School for Advanced Research Aggregate

Portfolio Returns



		Since Inception to FY17	Last 1 Year (FY18)
Your Portfolio	■	7.0%	5.9%
SAR Combined Portfolios Benchmark	■	7.2%	5.9%

Components Of Change

	Since Inception to FY17	Last 1 Year (FY18)
BEGINNING VALUE	0.00	25,530,755.97
Net Contributions	23,828,814.37	(763,389.47)
Capital Appreciation	1,543,302.89	898,210.99
Income	343,117.65	515,122.66
Management Fees	(25,480.48)	(48,179.56)
Other Expenses	(158,998.46)	143,272.82
ENDING VALUE	25,530,755.97	26,275,793.41
INVESTMENT GAIN	1,701,941.60	1,508,426.91

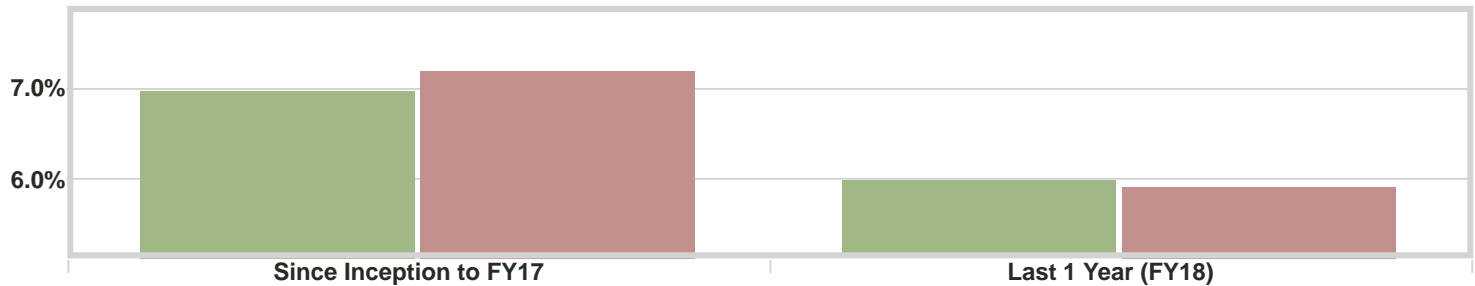
Performance Summary

IRR

Period Ending: 6/30/2018
Portfolio Inception Date: 9/11/2016

School for Advanced Research Aggregate

Portfolio Returns



		Since Inception to FY17	Last 1 Year (FY18)
Your Portfolio	■	7.0%	6.0%
SAR Combined Portfolios Benchmark	■	7.2%	5.9%

Components Of Change

	Since Inception to FY17	Last 1 Year (FY18)
BEGINNING VALUE	0.00	25,530,755.97
Net Contributions	23,828,814.37	(763,389.47)
Capital Appreciation	1,543,302.89	898,210.99
Income	343,117.65	515,122.66
Management Fees	(25,480.48)	(48,179.56)
Other Expenses	(158,998.46)	143,272.82
ENDING VALUE	25,530,755.97	26,275,793.41
INVESTMENT GAIN	1,701,941.60	1,508,426.91

Asset Class Performance Summary

Period Ending: 6/30/2018
Portfolio Inception Date: 9/11/2016

School for Advanced Research Aggregate

Asset Class Description	Inception Date	Current Value	Since Inception to FY17	Last 1 Year (FY18)
US Equities	10/20/2016	4,469,522	15.78% *	15.43%
Large Cap	9/11/2016	1,006,984	13.30%	10.15%
Mid/Small Cap	9/11/2016	824,791	16.01%	14.92%
International Equities	9/11/2016	2,761,365	11.77%	8.24%
Emerging Markets	9/11/2016	1,360,068	12.74%	5.37%
Real Estate Investment Trust	10/20/2016	1,612,664	3.41% *	2.33%
Alternative Investments	9/11/2016	2,982,507	10.86%	(3.78%)
Intermediate Term Bonds	9/15/2016	3,173,984	(0.05%)*	(1.39%)
Short Term Bonds	9/11/2016	4,270,059	0.08%	(0.31%)
Cash Equivalents	9/11/2016	3,068,812	(0.30%)	0.58%
Total Portfolio (Prior to Fees)	9/11/2016	26,275,793	7.75%	5.55%
Total Portfolio (Net of Fees)	9/11/2016	26,275,793	6.99%	5.94%
SAR Combined Portfolios Benchmark			7.20%	5.92%
Russell 3000 TR USD			13.63%	14.78%
Russell 1000 Value TR USD			11.50%	6.77%
Russell 2000 TR USD			15.07%	17.57%
MSCI EAFE USD			13.87%	6.84%
S&P/IFCI Composite TR USD			14.52%	8.80%
FTSE NAREIT Equity REITs TR			(1.38%)	3.36%
BarCap US Corporate High Yield TR USD			7.22%	2.62%
BBgBarc US Agg Intern TR USD			(0.36%)	(0.32%)
BarCap US Govt/Credit A+ 1-5 Yr TR USD			0.02%	(0.27%)
IA SBBI US 30 Day TBill TR USD			0.36%	1.27%

* Return from Asset Class Inception Date.

Your TWR returns are gross of fees unless otherwise stated. Returns for more than a year have been annualized.

**Asset Allocations for U.S. College and University Endowments and Affiliated Foundations,
Fiscal Year 2017***

Size of Endowment	Domestic Equities %	Fixed Income %	Non-U.S. Equities %	Alternative Strategies* %	Short-term Securities/ Cash/ Other %
Over \$1 Billion	13	7	19	57	4
\$501 Million to \$1 Billion	20	9	22	42	7
\$101 Million to \$500 Million	27	13	22	32	6
\$51 Million to \$100 Million	33	17	22	22	6
\$25 Million to \$50 Million	37	20	19	17	7
Under \$25 Million	42	24	16	11	7

Type of Institution					
All Public Institutions	19	10	21	46	4
<i>Public College, University, or System</i>	15	8	21	51	5
<i>Institution-Related Foundations</i>	24	12	21	38	5
<i>Combined Endowment/Foundation</i>	23	12	20	42	3
All Private Colleges and Universities	15	7	20	54	4

All Institutions

Dollar-weighted Average	16	8	20	52	4
Equal-weighted Average	30	15	21	28	6

*Average asset allocations as of June 30, 2017.

All data are dollar-weighted unless otherwise specified. Due to rounding, details may not sum to 100%.

Alternative strategies are categorized in the NCSE as follows: Private equity (LBOs, mezzanine, M&A funds, and international private equity); Marketable alternative strategies (hedge funds, absolute return, market neutral, long/short, 130/30, and event-driven and derivatives); Venture capital; Private equity real estate (non-campus); Energy and natural resources (oil, gas, timber, commodities and managed futures); and Distressed debt. On-campus real estate is included in the Short-term Securities/Cash/Other category.

Average Annual One-, Three-, Five-, and Ten-Year Returns* for U.S. Higher Education Endowments and Affiliated Foundations for Periods Ending June 30, 2017

Size of Endowment	1-year % N=808	3-year % N=756	5-year % N=736	10-year % N=630
Over \$1 Billion	12.9	5.0	8.6	5.0
\$501 Million to \$1 Billion	12.7	4.2	8.1	4.6
\$101 Million to \$500 Million	12.5	4.1	7.8	4.4
\$51 Million to \$100 Million	11.9	3.9	7.7	4.4
\$25 Million to \$50 Million	11.7	4.0	7.7	4.5
Under \$25 Million	11.6	4.7	8.1	5.0

Type of Institution				
All Public Institutions	12.2	4.3	8.0	4.5
<i>Public College, University, or System</i>	12.2	4.6	8.1	4.6
<i>Institution-Related Foundation</i>	12.2	4.2	8.0	4.5
<i>Combined Endowment/Foundation</i>	12.1	4.0	7.7	4.3
All Private Colleges and Universities	12.3	4.2	7.9	4.6

Average (All Institutions)	12.2	4.2	7.9	4.6
Median (All Institutions)	12.5	4.1	7.9	4.4

Quartiles—All Institutions

75 th Percentile	13.7	5.0	8.7	5.2
25 th Percentile	11.1	3.3	7.1	3.8

Relative Indices

S&P 500	17.9	9.6	14.6	7.2
Russell 3000	18.5	9.1	14.6	7.3
MSCI World ex U.S. (in U.S. \$)	19.5	0.7	8.2	1.0
Barclays U.S. Aggregate Bond	6.0	4.1	3.8	5.1
CPI-U	1.8	1.1	1.3	1.9
HEPI	3.7	2.6	2.6	2.7

*Net of fees.

Technical note:

Relative Indices are courtesy of Commonfund Institute. HEPI is the Higher Education Price Index, an inflation index designed specifically for higher education. More information about HEPI is available from <http://info.commonfund.org/commonfund-higher-education-price-index>

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**Educational Endowments Report Decline in 10-Year Return
Despite 12.2% Return for FY2017,
Up Significantly from -1.9% Reported for FY2016
*Large Institutions Lead Increase in Effective Spending Rate***

NEW YORK, NY, January 25, 2018—Data gathered from 809 U.S. colleges and universities for the *2017 NACUBO-Commonfund Study of Endowments® (NCSE)* show that participating institutions' endowments returned an average of 12.2 percent (net of fees) for the 2017 fiscal year (July 1, 2016 – June 30, 2017) compared with -1.9 percent for the 2016 fiscal year and 2.4 percent for fiscal 2015. Despite this year's improved return, the mission-critical 10-year average annual return fell to 4.6 percent from last year's 5.0 percent, as FY2007's strong 17.2 percent return dropped out of the trailing 10-year average.

Institutions participating in the Study reported increasing their average effective spending rate to 4.4 percent in FY2017 from 4.3 percent a year ago; the increase was led by institutions with endowment assets over \$1 billion, which raised their effective spending rate to 4.8 percent from last year's 4.4 percent. Among all institutions increasing their dollar spending, the median increase was 6.5 percent, well above the inflation rate.

“Continued substantial increases in endowment spending dollars, despite lower long-term investment returns, demonstrate the deep commitment colleges and universities have to student access and success,” said NACUBO President and Chief Executive Officer John D. Walda. “However, continued long-term growth of 5 percent or less, along with the coming changes to tax and charitable giving laws under the recently passed Tax Cuts and Jobs Act, will make it much more difficult for colleges and universities to increase endowment dollars to support their missions. Despite this year’s higher returns, we remain concerned about the continued long-term results for most endowments.”

Catherine M. Keating, President and Chief Executive Officer of Commonfund, underscored these comments by noting that “the goal of achieving real returns to cover spending has been a daunting task for higher education for more than a decade—and we don’t expect the challenge to get any easier. At the same time, with tuition discount rates at historic highs and inflation, as measured by the Commonfund Higher Education Price Index, at its highest level since 2008, the importance of endowments in the ecosystem of colleges and universities has never been greater. This year’s reported increased spending levels stand out as one example of that.”

The 809 institutions in this year’s Study represented \$566.8 billion in endowment assets. While the size of the median endowment was approximately \$127.8 million, 44 percent of Study participants had endowments that were \$100 million or less.

FY2017 Returns by Asset Class

Of the five primary investment categories tracked in the Study, only fixed income produced a return that was lower in FY2017 compared with FY2016. In this instance, the return declined to an average of 2.4 percent from the prior year’s 3.6 percent. Non-U.S. equities, which produced last year’s lowest return, an average of -7.8 percent, generated this year’s highest return, at 20.2 percent. U.S. equities followed, returning 17.6 percent, a substantial increase from last year’s -0.2 percent return. Alternative strategies turned in a 7.8 percent return versus -1.4 percent in FY2016, while short-term securities/cash/other returned 1.4 percent compared with last year’s 0.2 percent.

Examining reported FY2017 returns for the various alternative investment strategies, private equity (LBOs, mezzanine, M&A funds and non-U.S. private equity) provided the highest return, at 11.7 percent. Distressed debt and venture capital followed, generating returns of 8.9

percent and 8.4 percent, respectively. Three strategies produced returns in the 7 percent range: marketable alternative strategies (hedge funds, absolute return, market neutral, long/short, 130/30, event-driven and derivatives) returned 7.6 percent, while private equity real estate (non-campus) and energy and natural resources both returned 7.3 percent. Commodities and managed futures produced the only negative return for FY2017, at -2.5 percent. Each strategy produced a better return in FY2017 compared with the year-ago period.

Study data are broken down into six endowment size categories, ranging from institutions with total endowment assets under \$25 million to those with assets in excess of \$1 billion. Average FY2017 returns were positive for institutions in all six categories, reversing last year's results, when returns were negative for all six. From high to low this year, the spread of returns across the size cohorts was a tight 130 basis points (1.3 percentage points).

2017 NACUBO-COMMONFUND STUDY OF ENDOWMENTS

Average Return by Asset Class for Fiscal Year 2017

<i>numbers in percent (%)</i>	Total Institutions	Over \$1 Billion	\$501 Million-\$1 Billion	\$101-\$500 Million	\$51-\$100 Million	\$25-\$50 Million	Under \$25 Million
	809	97	82	275	157	113	85
Average FY2017 total return	12.2	12.9	12.7	12.5	11.9	11.7	11.6
U.S. equities	17.6	19.1	19.1	17.8	16.9	16.2	16.3
Fixed income	2.4	3.0	1.5	2.2	2.9	2.2	2.5
Non-U.S. equities	20.2	21.6	22.1	19.7	20.6	18.8	19.1
Alternative strategies	7.8	9.8	10.1	8.3	6.9	5.3	4.7
<i>Private equity (LBOs, mezzanine, M&A funds and non-U.S. private equity)</i>	11.7	15.0	13.4	10.9	8.7	12.8	♦
<i>Marketable alternative strategies (hedge funds, absolute return, market neutral, long/short, 130/30, event-driven and derivatives)</i>	7.6	8.8	8.8	7.9	5.8	6.6	5.5
<i>Venture capital</i>	8.4	10.0	8.3	8.4	3.5	♦	♦
<i>Private equity real estate (non-campus)</i>	7.3	8.8	10.0	6.2	7.2	5.3	♦
<i>Energy and natural resources</i>	7.3	10.1	9.7	5.9	4.3	8.2	♦
<i>Commodities and managed futures</i>	-2.5	-4.9	4.4	-2.3	-3.3	-7.6	♦
<i>Distressed debt</i>	8.9	10.3	11.9	8.1	8.5	5.9	N/A
Short-term securities/cash/other	1.4	1.8	1.1	1.7	1.1	1.1	1.3
Short-term securities/cash	0.3	0.4	0.5	0.3	0.1	0.3	0.2
Other	5.2	6.7	3.4	5.2	4.9	♦	♦

♦ sample size too small to analyze

The annual NCSE analyzes return data and a broad range of related information gathered from U.S. colleges and universities, both public and private, as well as their supporting foundations. The size and scope of the Study make it the most comprehensive annual report on the investment

management and governance practices and policies of institutions of higher education across the U.S.

Longer-Term Returns

While one-year returns are important, many endowment managers use 10-year average annual returns as a target for long-range planning purposes. For FY2017, trailing 10-year returns declined to an average of 4.6 percent from FY2016's 5.0 percent. The highest average 10-year return came from institutions in the largest and smallest size categories, at 5.0 percent each. That represented no year-over-year change for the smallest endowments, but an annualized 70-basis-point decline—from 5.7 percent—for the largest.

Trailing five-year returns showed a markedly different pattern, as they rose to an average of 7.9 percent this year versus 5.4 percent a year ago. Average returns for the period were helped when FY2012's -0.3 percent return dropped out of the calculation. Trailing five-year returns increased across all six size cohorts.

Weighed down by a return of 2.4 percent in FY2015 and -1.9 percent in FY2016, trailing three-year returns fell to an average of 4.2 percent this year from last year's average of 5.2 percent. Returns for the period were lower across all six size categories.

2017 NACUBO-COMMONFUND STUDY OF ENDOWMENTS

Average One-, Three-, Five- and 10-Year Net Returns for Fiscal Years 2016 and 2017

<i>numbers in percent (%)</i>	Total Institutions		Over \$1 Billion		\$501 Million-\$1 Billion		\$101-\$500 Million		\$51-\$100 Million		\$25-\$50 Million		Under \$25 Million	
	805	809	91	97	75	82	264	275	163	157	121	113	91	85
	'16	'17	'16	'17	'16	'17	'16	'17	'16	'17	'16	'17	'16	'17
Net annual total return	-1.9	12.2	-1.9	12.9	-2.2	12.7	-2.4	12.5	-1.8	11.9	-1.6	11.7	-1.0	11.6
3-year net annualized return	5.2	4.2	6.0	5.0	5.4	4.2	4.9	4.1	5.1	3.9	5.2	4.0	5.5	4.7
5-year net annualized return	5.4	7.9	6.1	8.6	5.7	8.1	5.1	7.8	5.0	7.7	5.3	7.7	5.8	8.1
10-year net annualized return	5.0	4.6	5.7	5.0	5.3	4.6	4.8	4.4	4.7	4.4	4.7	4.5	5.0	5.0

Asset Allocation

Asset allocation among participating endowments changed very little over the course of the fiscal year. Participating endowments reported the following asset allocation in FY2017:

Asset Allocations* for Fiscal Years 2016 and 2017

Asset Class	Fiscal Year	
	2017	2016
U.S. equities	16%	16%
Fixed income	8%	8%
Non-U.S. equities	20%	19%
Alternative strategies	52%	53%
Short-term securities/cash/other	4%	4%

*dollar-weighted

2017 NACUBO-COMMONFUND STUDY OF ENDOWMENTS

Detailed Asset Allocations* for Fiscal Year 2017

<i>numbers in percent (%)</i>	Total Institutions	Over \$1 Billion	\$501 Million-\$1 Billion	\$101-\$500 Million	\$51-\$100 Million	\$25-\$50 Million	Under \$25 Million
	809	97	82	275	157	113	85
U.S. equities	16	13	20	27	33	37	42
Fixed income	8	7	9	13	17	20	24
Non-U.S. equities	20	19	22	22	22	19	16
Alternative strategies	52	57	42	32	22	17	11
<i>Private equity (LBOs, mezzanine, M&A funds and non-U.S. private equity)</i>	11	12	7	5	3	2	1
<i>Marketable alternative strategies (hedge funds, absolute return, market neutral, long/short, 130/30, event-driven and derivatives)</i>	19	20	20	15	11	8	7
<i>Venture capital</i>	6	7	3	1	1	1	0
<i>Private equity real estate (non-campus)</i>	6	6	3	3	2	2	1
<i>Energy and natural resources</i>	6	7	4	3	2	1	1
<i>Commodities and managed futures</i>	1	1	1	1	1	1	0
<i>Distressed debt</i>	1	2	1	1	0	0	0
<i>Alternatives not broken out</i>	2	2	3	3	2	2	1
Short-term securities/cash/other	4	4	7	6	6	7	7
<i>Short-term securities/cash</i>	2	2	4	3	2	2	3
<i>Other</i>	1	1	3	3	4	4	3
<i>Short-term securities/cash not broken out</i>	1	1	0	0	0	1	1

*dollar-weighted

When asset allocation is viewed by size of institutions, larger endowments continue to significantly overweight alternative strategies, while smaller endowments have larger allocations to traditional asset classes, such as U.S. equities and fixed income. Among alternative strategies

allocations, the largest single allocation was to marketable alternatives, thus continuing a long-running finding of the Study.

Spending Rates

The FY2017 effective spending rate for the 809 participating institutions averaged 4.4 percent, up slightly from 4.3 percent last year and 4.2 percent the year before that. As was true last year, the highest effective spending rate, at 4.8 percent, was reported by institutions with assets over \$1 billion. This represented an increase from last year's 4.4 percent.

Sixty-five percent of participants reported increasing their endowment spending in dollar terms, the median increase being 6.5 percent. Seventy-one percent or more of institutions in the three largest size categories reported increasing endowment spending in dollars; 54 to 57 percent of endowments in the three smaller size classifications reported spending more in dollars.

Debt

Of the 809 Study participants, 584 said they held long-term debt. Among these 584 institutions, the average total debt stood at \$208.1 million as of June 30, 2017, compared with \$230.2 million a year earlier. The decline was driven by a sharp reduction in debt level at institutions with assets over \$1 billion.

NCSE Leaders

NCSE Leaders comprise the top decile and top quartile of the Study universe measured by investment return for FY2017. Compared with the Study universe return of 12.2 percent, the top decile reported an average return (net of fees) of 15.8 percent and the top quartile reported an average net return of 14.8 percent.

One major departure this year from Studies over many previous years was a shift in asset allocation among top decile performers. Specifically, top decile performers (largely reflecting higher allocations to the best performing asset classes, non-U.S. equities and U.S. equities) reported an allocation to alternative strategies averaging just 39 percent compared to 52 percent for the Study universe. Last year, the allocation to alternatives among the top decile was 62 percent.

About NACUBO

Founded in 1962, the National Association of College and University Business Officers (NACUBO) is a nonprofit professional organization representing chief administrative and financial officers at more than 1,900 colleges and universities across the country. NACUBO's mission is to advance the economic vitality, business practices, and support of higher education institutions in pursuit of their missions. For more information, visit www.nacubo.org.

About Commonfund

Commonfund was founded in 1971 as an independent asset management firm focused on not-for-profit institutions. Today, we are one of North America's leading investment firms, managing \$25 billion in assets for some 1,300 institutional clients, including educational endowments, foundations and philanthropic organizations, hospitals and healthcare organizations and pension plans. Our only business is investment management, and we are active in all sectors of the global capital markets, both public and private.

About Commonfund Institute

Commonfund Institute houses the education and research activities of Commonfund and provides the entire community of long-term investors with investment information and professional development programs. Commonfund Institute is dedicated to the advancement of investment knowledge and the promotion of best practices in financial management. In addition to teaming with NACUBO to produce the NCSE, Commonfund also produces the Council on Foundations-Commonfund Study of Investment of Endowments for Private and Community Foundations[®] (CCSF) and the Commonfund Benchmarks Study[®] series of research reports. Commonfund Institute also provides a wide variety of resources, including conferences, seminars and roundtables on topics such as endowments and treasury management; proprietary and third-party research and publications, including the Commonfund Higher Education Price Index[®] (HEPI); and events such as the annual Commonfund Forum and the Endowment Institute[®].

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Narrative on the FY2018 SAR financial statements

The following narrative points out significant changes as well as summary financial information for July 1, 2017 – June 30, 2018. We welcome your questions, suggestions or comments as we continue to refine this reporting process.

Operating results for the fiscal year (Budget Summary Report):

Following SAR's policy of year-ahead funding, receipts used to fund the FY18 budget are already in hand and are applied to expenses as they are incurred.

Overall, salaries are at 101% of those budgeted. Meredith Davidson, SAR's Director of Public Programs and Communications, started in April and we were just about able to cover her salary with vacancy savings elsewhere on campus. The Resident Scholar budget received unexpected cost sharing for the program's review panel. The Advanced Seminar program had savings in projected food costs and came in well under budget. Sarah Soliz continues to keep SAR Press moving forward. Her activities will help us build more accurate budgets in the future. Budgeted research in the Resident Scholar and President's budgets (Admin.) will be carried forward to FY19. The President's entertainment and travel budgets were underspent. The annual software maintenance for IARC was paid in Q4.

Repairs to the seminar house kitchen floor were funded through the capital projects budget. Funds need to be raised to fund more significant repairs at the seminar house.

The King residence experienced a water leak from the hot water heater that destroyed the wood flooring in the adjacent bedroom. The physical plant was able to supply the labor to make the repairs and most of the materials were paid for from insurance proceeds.

Summary Income Statement

This is a regular income statement, showing current year's income compared to the current year's expenses. Both income and expenses are further divided between program and endowment activity and between operations activity and investment activity. Total activity is compared to the prior year's total activity in the same period.

The report shows a \$375K surplus for FY2018 compared to a \$914K surplus for the same period in FY2017. This is due, in large part, to a \$944K drop in investment earnings. Contributions and memberships are up \$273K for the same period last year, and sales and services, net of cost of sales, are down \$63K.

We received \$250K from Luke and Betty Vortman to establish an endowment to fund the public programs at SAR. There is also a \$5K addition to the Crichton Endowment from Mrs. Flo Crichton.

Financial Position (Balance Sheet):

Investments are up \$558K. \$255K was added and \$1,127K was drawn to/from the endowment portion and \$312K was added to the invested cash portion.

The SAR Press book inventory cost has been reduced by \$37K, while keeping almost all the titles in print and at adequate quantities to satisfy UNM Press. The book inventory was moved, as expected, on July 1 from Albuquerque Longleaf in North Carolina. We are still waiting for final documents about our inventory from UNM Press. They have been slow to respond, probably because of their greatly reduced staff.

Gifts, Grants, Sales and Fees Report:

The Gifts, Grants, Sales and Fees report summarizes gifts by source and restriction. I've also listed pledge payments that were received and the receipt of the \$506K annual ARF grant payment. These revenues were recorded in FY2017.

FY18 book sales less cost of sales data for SAR Press / UNM Press, netting out the 32% commission owed to UNMP and royalties paid to our authors = \$47K. This compares to \$45K through FY17.

According to policy, 80% of the unexpected Overstreet bequest was moved to the cash reserves fund for a total of \$132K.

Investments:

SAR's investments returned 5.9%, net of fees, in FY2018. This matches SAR's combined portfolio benchmark of 5.8%

By the end of the fiscal year, SAR investments in alternative investments had been reduced from 29% of the total portfolio to 4% of the total. We received the final payment from Canyon Partners (\$42K). The remaining \$960K in alternatives are expected to be liquidated within the next 12 months. The proceeds have been reinvested according to the current investment asset allocation policy.

SCHOOL for ADVANCED RESEARCH
BUDGET REPORT
July 1, 2017 - June 30, 2018 (UNAUDITED)
100% of Year Complete

	FY18 budget	Additions to FY18 Budget	Actual through 6/30/2018	
Revenues				
Endowment draw	<u>\$1,126,776</u>		<u>\$1,126,776</u>	100%
Unrestricted funds raised/pledged in previous years				
Board giving	365,696		365,696	100%
Public Support	174,254		174,254	100%
Contributions for specific program operations	14,319		14,319	100%
Membership and Lecture Sponsors	153,437		153,437	100%
President's Circle net of costs	<u>122,137</u>		<u>122,137</u>	100%
	829,843		829,843	100%
Donor Restricted received or committed in previous years				
ARF Conservation grant for program expenses	158,935		65,673	41%
ARF Museum Professionals grant for program expenses	127,434		127,434	100%
ARF Intern grant for salaries, rent and overhead	111,661		111,661	100%
ARF Conservation grant for salaries and overhead	81,065		81,065	100%
ARF CEO directed fund	74,144		74,144	100%
ARF grant for Campus Safety expenses	17,500		6,842	39%
ARF grant for Campus Safety for salaries and overhead	9,500		9,500	100%
Mellon Fndt for program directs	99,690		55,453	56%
Mellon for salaries and rent	24,460		24,460	100%
NSF for Team Seminars	44,105		15,719	36%
NSF overhead	1,362		1,362	100%
Paloheimo Foundation for Annual Report	35,600		35,600	100%
Mary Mill for Advanced Seminar	30,000		30,000	100%
Camp for Presidential lecture	15,000		15,000	100%
Lannan Literary Arts	14,080		8,756	62%
Frost Foundation for program	10,200		1,559	15%
Frost for E Poon salary	4,800		4,800	100%
Dubin for Artist fellowship	6,250			0%
Library Book Purchase Fund	2,500		2,500	100%
Bunting Summer Salon series	1,200		1,200	100%
Feld Bosavi project		49,476	49,476	NA
Paloheimo Awareness grant		36,664	36,664	NA
Prior years ARF grants carried forward		21,877	21,877	NA
S Foote special projects		19,455	19,455	NA
Web redesign project		10,195	10,195	NA

SCHOOL for ADVANCED RESEARCH
BUDGET REPORT
July 1, 2017 - June 30, 2018 (UNAUDITED)
100% of Year Complete

	FY18 budget	Additions to FY18 Budget	Actual through 6/30/2018			
Capital Projects savings		6,041	6,041	NA		
Paloheimo Communications grant		5,724	5,724	NA		
NM Humanities Council		4,639	4,639	NA		
L Withey for board budget		2,100	2,100	NA		
Santa Fe Community Foundation		1,665	1,665	NA		
Linda Cordell prize		301	301	NA		
	<u>869,486</u>	<u>158,136</u>	<u>830,865</u>	81%		
Sales and Fees						
Gross Margin on Book Sales and Royalties	45,397		45,397	100%		
Class fees	10,120		10,120	100%		
Rent Income	34,259		34,259	100%		
Field Trip income, net of costs	(2,283)		(2,283)	100%		
IARC Tours and Sales, net of costs	18,746		18,746	100%		
	<u>106,239</u>		<u>106,239</u>	100%		
Prior year Surplus	95,000		95,000	100%		
Draw from Reserves	96,000		96,000	100%		
Total Revenues	<u>\$3,123,344</u>	<u>\$158,136</u>	<u>\$3,084,723</u>	94%		
Expenses						
	Program	Salaries	Program	Salaries		
Resident Scholar	\$ 132,930	\$ 85,049	\$ 98,005	\$ 85,311	74%	100%
Advanced Seminar	18,125	85,049	9,587	84,840	53%	100%
Jl Staley	22,245	25,171	21,065	25,083	95%	100%
SAR Press	5,760	23,932	9,675	31,406	168%	131%
IARC	28,250	371,277	24,767	399,233	88%	108%
Library	14,730	63,185	13,893	63,324	94%	100%
Admin	28,150	165,556	16,041	149,755	57%	90%
Business Admin	151,377	244,213	172,724	256,076	114%	105%
Development	117,469	392,885	112,099	400,231	95%	102%
IT	21,082	98,125	12,592	97,821	60%	100%
Guest Svc	11,158	135,325	7,910	130,795	71%	97%
Phys Plant	88,799	163,545	75,663	156,601	85%	96%
Capital Proj	15,000		1,782		12%	NA
	<u>655,075</u>	<u>1,853,312</u>	<u>575,801</u>	<u>1,880,475</u>	88%	101%

SCHOOL for ADVANCED RESEARCH
BUDGET REPORT
July 1, 2017 - June 30, 2018 (UNAUDITED)
100% of Year Complete

	FY18 budget		Additions to FY18 Budget	Actual through 6/30/2018		
Restricted Projects (direct costs)						
ARF Museum Professionalism project	127,434			127,434		100%
ARF IARC Conservation	158,935			65,673		41%
Mellon Fellowship	99,690			55,453		56%
ARF CEO directed fund	74,144			67,114		91%
ARF Campus Safety	17,500			6,842		39%
Howell property tax	15,729			16,559		105%
IARC fellows	33,650			32,674		97%
NSF Team Seminars	44,105			15,719		36%
Presidential lecture	15,000			15,000		100%
Lannan Foundation program	14,080			8,756		62%
Frost Foundation	10,390			1,559		15%
Bunting Summer Salon	1,000			894		89%
Board budget	3,300		2,100	5,787		107%
Feld Bosavi project			49,476	49,476		NA
Paloheimo Awareness grant			36,664	36,664		NA
Prior years ARF grants carried forward			21,877	21,877		NA
S Foote special projects			19,455	19,455		NA
Web redesign project			10,195	10,195		NA
Schwartz apartment furnishings			6,041	6,041		NA
Paloheimo Communications grant			5,724	5,724		NA
NM Humanities Council			4,639	4,639		NA
Santa Fe Community Foundation			1,665	1,665		NA
Linda Cordell prize			301	301		NA
	614,957	0	158,136	575,500		
Total	<u>1,270,032</u>	<u>1,853,312</u>	<u>158,136</u>	<u>1,151,301</u>	<u>1,880,475</u>	
Grand Total Expenses		<u>\$ 3,123,344</u>	<u>\$ 158,136</u>	<u>\$ 3,031,776</u>		92%
Surplus/(Deficit)		0	0	\$ 52,947		
"Off budget items"						
Vendor required upgrade to payroll software		\$ 12,814				
Fred Dust lecture funded by Susan Foote		\$ 19,455				

SCHOOL for ADVANCED RESEARCH
BALANCE SHEET
(UNAUDITED)

	6/30/2017	6/30/2018		6/30/2017	6/30/2018
ASSETS			LIABILITIES & FUND BALANCES		
Cash:			Liabilities:		
Checking FNBSF	\$ 193,799	\$ 240,488	Accounts Payable	\$ 46,624	\$ 32,534
Payroll FNBSF	9,366	7,047	Accrued Payroll & Benefits	176,113	190,994
Money Market FNBSF	202,379	426,932	Deferred Revenue		95,050
Petty Cash	900	1,080			
Total Cash	406,443	675,546	Total Liabilities	222,737	318,578
Investments: (@ market)					
Charles Schwab:					
Endowment	23,618,572	23,944,777			
Invested Cash	2,086,122	1,999,722			
ARF funds in \$ Mkt	11,800	330,000			
Total Investments	25,716,494	26,274,499			
Other Assets:					
Accounts Receivable	83,479	62,976	Net Assets:		
Grants Receivable	506,095	284,625	Unrestricted	\$ 17,215,427	\$ 17,314,076
Pledges Receivable	253,997	284,187	Temporarily Restricted	2,034,159	2,052,536
Book Inventory	258,079	221,351	Permanently Restricted	11,017,157	11,272,157
Prepaid Expenses	66,801	94,622			
Plant & Equipment	3,198,092	3,059,540			
Total Other Assets	4,366,543	4,007,301	Total Net Assets	30,266,743	30,638,768
TOTAL ASSETS	\$ 30,489,480	\$ 30,957,346	TOTAL LIABILITIES		
			& FUND BALANCES	\$ 30,489,480	\$ 30,957,346

School for Advanced Research

Summary Income Statement

	Program 7/1/2017- 6/30/2018	Endowment/Investments 7/1/2017- 6/30/2018	Total 7/1/2017- 6/30/2018	Total 7/1/2016- 6/30/2017
Operations Activity				
Operations Revenues				
Contributions, Pledges and Grant	\$1,623,920	\$255,000	\$1,878,920	\$1,629,707
Membership Dues Income	252,681	-	252,681	228,928
Sales and Services	307,778	-	307,778	371,215
Total Operations Revenues	<u>2,184,379</u>	<u>255,000</u>	<u>2,439,379</u>	<u>2,229,850</u>
Operations Expenses				
Cost of Sales and Service	143,416	-	143,416	250,970
Salaries, Taxes and Benefits	1,930,783	-	1,930,783	1,870,720
Program Expenses	455,379	-	455,379	533,350
General and Management Expenses	640,153	-	640,153	631,754
Institutional Advancement	245,977	-	245,977	251,768
Total Expenses	<u>3,415,709</u>	<u>-</u>	<u>3,415,709</u>	<u>3,538,560</u>
Transfers	<u>1,126,776</u>	<u>(1,126,776)</u>	<u>-</u>	<u>(0)</u>
Surplus/(Deficit) from Operations	<u>(104,554)</u>	<u>(871,776)</u>	<u>(976,330)</u>	<u>(1,308,710)</u>
Investment Activity				
Investment Revenues				
Interest and Dividend Income	82,552	580,886	663,438	520,944
Net Realized Investment Gain	351,889	2,575,346	2,927,234	1,680,004
Net Unrealized Investment Gain	(264,250)	(1,931,675)	(2,195,925)	137,754
Investment Revenues	<u>170,191</u>	<u>1,224,557</u>	<u>1,394,748</u>	<u>2,338,702</u>
Investment Management Expenses	4,099	42,294	46,393	116,073
Surplus/(Deficit) from Investment Activity	<u>166,091</u>	<u>1,182,263</u>	<u>1,348,355</u>	<u>2,222,629</u>
NET SURPLUS/(DEFICIT)	<u>\$61,538</u>	<u>\$310,487</u>	<u>\$372,025</u>	<u>\$913,919</u>

**SCHOOL for ADVANCED RESEARCH
GIFTS, GRANTS, SALES & FEES REPORT
July 1, 2017 - June 30, 2018 (UNAUDITED)**

	Unrestricted	Restricted	Total
Pledge payments received	\$ 133,150	\$ 6,250	\$ 139,400
Grants receivable received		506,095	506,095
<hr/>			
New gifts received/committed			
General Operating (for FY19)	603,945		603,945
Memberships/Other Donations	230,676		230,676
President's Circle (net of costs)	120,356		120,356
80% of Overstreet bequest to cash reserves	131,712		131,712
Board budget	2,100		2,100
Gain on sale of car	1,450		1,450
IARC Operations	600		600
Admin Operations	250		250
ARF for FY19 IARC programs		506,000	506,000
Vortman Endowment		250,000	250,000
Paloheimo Foundation		110,798	110,798
Bosavi Digital Archive Project		59,500	59,500
National Science Foundation		40,875	40,875
M. Mill for Seminar program		30,000	30,000
Susan Foote		20,000	20,000
J. Camp for FY19 President's lecture		15,000	15,000
Frost Foundation		15,000	15,000
Lannan Program		14,200	14,200
New Mexico Humanities Council		8,555	8,555
E. J. Bunting Fund		5,000	5,000
Flora C. Crichton Endowment		5,000	5,000
IARC Collections		2,500	2,500
		-	-
	<hr/>	<hr/>	<hr/>
	1,091,089	1,082,428	2,173,517

**SCHOOL for ADVANCED RESEARCH
GIFTS, GRANTS, SALES & FEES REPORT
July 1, 2017 - June 30, 2018 (UNAUDITED)**

	Unrestricted	Restricted	Total
Sales and Fees			
SAR Press	147,456		
less cost of sales	(53,726)		
less UNMP commission	(37,997)		
less author royalties	<u>(7,966)</u>		
	47,767		47,767
SAR in Depth Classes	15,050		
less direct cost	<u>(1,250)</u>		
	13,800		13,800
Field Trips	48,480		
less cost of field trip	<u>(51,693)</u>		
	(3,213)		(3,213)
Fundraising Events	113,618		
less cost of events	<u>(53,531)</u>		
	60,087		60,087
Gain on President's lecture	17,046		17,046
Tours and Lecture Receipts	23,744		23,744
Rentals (net of cost of scholar housing)	42,484		42,484
Fiscal Sponsorship Fee	<u>5,139</u>	<u> </u>	<u>5,139</u>
Grand Total (exclusive of pledge payments)	\$ 1,297,943	\$ 1,082,428	\$ 2,380,371

High Points of the SAR's Proposed FY2019 Budget

- Draw from the Endowment, based on 4.9% of five-year average balance is slightly lower than FY18.
- Unrestricted contributions, net of direct costs, are \$68K higher than those raised for FY18.
- Restricted contributions are approximately the same as for FY18. It is interesting to note that the portion of the restricted revenue that helps pay for the core expenses is 46%, up from 32% in the FY18 budget.
- Earned revenue, net of direct costs is \$41K higher than for FY18.
- Based on the Board's directive at the August 2017 meeting, we will draw \$100K from the cash reserves to fund the establishment of the Creative Thought Forum and the related Public Programs and Communications division.
- As is shown on the Summary Income Statement, SAR earns interest and dividend income on the pooled cash on hand. We will use \$56K (about one third) of the earnings to balance the budget.

- Salaries represent 63% of total expenses, a \$203K increase over FY18.
- Other than those who were recently hired, all staff will receive a 2% cost of living increase. (Total cost is \$31K.)
- New hires, the Director of Public Programs and Communications and the IARC Educational Assistant represent the balance of the salary increase.
- The direct cost of restricted projects is down by \$103K due in large part to the reduced funding from Anne Ray Foundation.
- There is also \$10K budgeted for recruitment for a new Vice President for Finance and Administration.

- At the request of the board we have listed anticipated costs that will offset income raised in FY19. We have also included the possible purchase of a "bobcat" for the physical plant.

School for Advanced Research

	FY19 PROPOSED budget	FY18 adjusted	increase (decrease)
Sources of Funding			
Endowment draw @ 4.9%	<u>1,125,565</u>	<u>1,126,776</u>	<u>(1,211)</u>
Unrestricted funds raised/pledged in previous years			
Board giving	367,445	365,696	1,749
Public Support	204,376	188,573	15,803
Memberships and Lecture Sponsors and Tickets	145,584	153,437	(7,853)
Fundraising Events	113,618	-	-
less cost of events	<u>(53,531)</u> 60,087		60,087
President's Circle/Founders Society	129,629	128,241	-
less FY18 PC and FS costs	<u>(9,273)</u> 120,356	<u>(6,104)</u> 122,137	<u>(1,781)</u>
	897,849	829,843	68,006
Donor Restricted			
ARCT Intern grant for program expenses	116,184	127,434	(11,250)
ARCT Intern grant for salaries, rent and overhead	143,816	111,661	32,155
ARCT Conservation grant for program expenses	114,080	158,935	(44,855)
ARCT Conservation grant for salaries and overhead	131,920	81,065	50,855
ARCT Campus Safety grant for program		17,500	(17,500)
ARCT Campus Safety grant for salaries and indirect		9,500	(9,500)
ARCT CEO directed fund		74,144	(74,144)
Bunting Summer Salon series (in PP&C budget)	5,000	1,200	3,800
Camp for FY19 Presidential Lecture	15,000	15,000	-
Dubin for Artist fellowship	6,250	6,250	-
Frost Fndt for E Poon salary		4,800	(4,800)
Frost Foundation (FY19 for Educational Asst salary)	15,000	10,200	4,800
Lannan Literary Arts	14,200	14,080	120
Library Book Purchase Fund	2,500	2,500	-
M Mill for Seminar program	30,000	30,000	-
Mellon Fndt for program directs	125,143	99,690	25,453
Mellon for salaries and rent	24,460	24,460	-
NSF for Team Seminars overhead and salaries	14,335	1,362	12,973
NSF for Team Seminars program	31,951	44,105	(12,154)
Paloheimo Foundation for Annual Report	35,600	35,600	-
	(in PP&C budget)		

School for Advanced Research

	FY19 PROPOSED budget		FY18 adjusted		increase (decrease)	
Paloheimo Foundation for Communications	42,326				42,326	
	<u>867,765</u>		<u>869,486</u>		<u>(1,721)</u>	
Sales and Fees						
Net Book Sales and Royalties	147,456		150,572		-	
-cost of Book Sales	(99,689)	47,767	(105,176)	45,397	2,370	
Class Fees	15,050		11,120		-	
-cost of Classes	(1,250)	13,800	(1,000)	10,120	3,680	
President's Lecture gain		17,046			17,046	
Rent Income		42,484		34,259	8,225	
Field Trip income	48,480		130,760		-	
-cost of Field Trips	(51,693)	(3,213)	(133,043)	(2,283)	(930)	
IARC and Campus Tours		23,744		18,746	4,998	
Fiscal Sponsorship fee		5,139			5,139	
	<u>146,766</u>		<u>106,239</u>		<u>40,528</u>	
Prior year Surplus (estimate)	52,947		95,000		(42,053)	
Draw from Reserves to create Creative Thought Forum (Public Programs)	100,000				100,000	
Draw from Reserves due to lower 3 year endow average			41,000		(41,000)	
Draw from reserves due to fundraising shortfall			55,000		(55,000)	
Draw from Pooled Cash Earnings (TO BALANCE)	55,689				55,689	
Restricted	<u><u>3,246,581</u></u>		<u><u>3,123,344</u></u>		<u><u>123,237</u></u>	
Expenses						
	Program	Salaries	Program	Salaries	Program	Salaries
Resident Scholar	133,990	84,759	132,930	85,049	1,060	(290)
Advanced Seminar	18,125	77,057	18,125	85,049	-	(7,992)
Jl Staley	22,245	25,930	22,245	25,171	-	759
SAR Press	5,760	24,548	5,760	23,932	-	616
IARC	32,260	467,441	28,250	371,277	4,010	96,164
Library	14,730	64,791	14,730	63,185	-	1,606
Public Program & Communication	66,010	149,745			66,010	149,745
Administration	24,770	149,273	28,150	165,556	(3,380)	(16,283)
Business Administration	166,939	294,143	151,377	244,213	15,562	49,930

School for Advanced Research

	FY19 PROPOSED budget		FY18 adjusted		increase (decrease)	
Development	50,104	309,499	117,469	392,885	(67,365)	(83,386)
IT	12,984	100,600	21,082	98,125	(8,098)	2,475
Guest Services	12,633	141,695	11,158	135,325	1,475	6,370
Physical Plant	91,199	166,928	88,799	163,545	2,400	3,383
Capital Proj	15,000		15,000		-	-
	<u>666,749</u>	<u>2,056,408</u>	<u>655,075</u>	<u>1,853,312</u>	<u>11,674</u>	<u>203,096</u>
Restricted Projects						
ARCT IARC Conservation project directs	114,080		158,935		(44,855)	
ARCT Museum Professionalism project directs	116,184		127,434		(11,250)	
ARF CEO directed fund (direct costs)			74,144		(74,144)	
ARF for Campus Safety			17,500		(17,500)	
Mellon fellow and seminar (direct costs)	125,143		99,690		25,453	
NSF Team Seminars (direct costs)	31,951		44,105		(12,154)	
IARC fellows (direct costs)	33,650		33,650		-	
Presidential Lecture	15,000		15,000		-	
Lannan Foundation program expenses	14,200		14,080		120	
Frost Fndt (direct costs) (included in IARC salaries FY19)			10,390		(10,390)	
Board budget	4,000		3,300		700	
Bunting Summer Salon series (included in PP&C FY19)			1,000		(1,000)	
Paloheimo Foundation for Communications (FY18 grant)	42,326				42,326	
	<u>496,534</u>		<u>599,228</u>		<u>(102,694)</u>	
Special Unfunded Projects						
VPFA recruitment	10,000				10,000	
Howell property tax	16,890		15,729		1,161	-
	<u>1,190,173</u>	<u>2,056,408</u>	<u>1,270,032</u>	<u>1,853,312</u>	<u>(79,859)</u>	<u>203,096</u>
Grand Total Expenses		<u><u>3,246,581</u></u>		<u><u>3,123,344</u></u>		<u><u>123,237</u></u>
Surplus/(Deficit)		(0)		(0)		

"Off Budget" items

PC/FS expenses to be paid in FY19	7,350.00
cost of Classes to be paid in FY19	5,800.00
purchase of Physical plant bobcat	15,000.00