



**School for Advanced Research  
Development Committee  
Meeting August 1, 2019, 3:00-4:30 pm  
SAR Dobkin Boardroom  
Agenda**

1. Approve Minutes from 7/9/19 Meeting
2. Review FY20 Appeals Report & Fundraising Goals
3. Review Development Report (included in Board Packet- Consent Agenda) (PowerPoint presentation)
4. SAR Membership Analysis
5. Review Development Plan & Development Calendar
6. Review Grants Report (included in Board Packet- Consent Agenda) (Donna Ruscavage)
7. Review Public Programs/ Events Calendar (Meredith Davidson)
8. Review Project and Campaign Planning Timeline
9. New Business

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

- September 10, 2019, 3:00-4:15 pm
- October 8, 2019, 3:00-4:15 pm
- November 12, 2019, 3:00-4:15 pm
- December 10, 2019, 3:00-4:15 pm

**Upcoming SAR Events and Field Trips**

Aug 2, 2019, Reception at Home of Nancy and Murray Bern, co-hosted by Diane and Peter Vennema  
Aug. 3, 2019, BBQ Dinner, Seminar House  
Aug. 8, 2019, 5:30-7:30 pm. Ian Kualii's Artist Talk, Reception & Open Studio  
Aug. 12, 2019, 5:00-7:00 pm, Indian Arts Week Reception, Charles King Gallery  
Aug. 13, 2019, 6:00-9:00 pm, Opening Night of the Antique American Indian Art Show  
Sept. 18, 2019, 12:00 noon, Introductory Colloquium, followed by lunch for Board members  
Sept. 26, 2019, *Archaic Rock Art on Rowe Mesa* field trip with Richard Ford  
Oct 16-17, 2019, "The Future of Work" lecture series and salons launch with speaker Dr. Thomas Malone in partnership with the CLOSE IT SUMMIT  
Nov. 21-24, 2019, *Mimbres Lives and Landscapes* field trip with Steve Lekson  
Dec. 4, 2019, Annual President's Circle Winter Party



**School for Advanced Research  
Development Committee Meeting**

July 9, 2019, 3:00-4:15 pm  
Reception Center Meeting Room

**Minutes**

Committee attendees: Julie Rivers, *Committee Chair*; Elizabeth Roghair, *Board Vice Chair*; Anne Chognard; Meg Lamme; Kenneth Cole; Louise Lamphere; Dorothy Bracey; Jerry Sabloff; Ann Morton; Doug Nelson, *Board Chair* (via Zoom)

Staff: Laura Sullivan, Director of Development; Lindsay Archuleta, Donor Relations Manager; Amy Schiffer, Membership Coordinator; Alex Kalangis, Vice President of Finance and Administration; Sharon Tison, Vice President of Finance and Administration; Meredith Davidson, Director of Public Programs and Communications

Not in attendance: Jim Robins; Susan Foote; Michael F. Brown, SAR President

Julie Rivers called the meeting to order at 3:00pm MST.

1. Introductions

Sharon Tison introduced Alex Kalangis, the new Vice President of Finance and Administration. Alex spoke briefly and the committee members introduced themselves to him as well.

2. Approve Minutes from 6/11/19 Meeting

Julie Rivers asked for approval to the minutes.

Two amendments were noted:

- Strike the word "outstanding" from point 2 "Laura stated ~~outstanding~~ business sponsors include..." and replace with the word "pending"
- On point 9, adjust the last sentence to read, "Ann also visited the Philbrook Art Museum and suggested to the committee that SAR attempt to meet with Christina Burke, the museum's curator."

Approval of the minutes with the two amendments moved by Jerry and seconded by Meg.

3. Review Goals, Annual Report, and Membership Report

Laura Sullivan reported on the various successes of the 2018-2019 Development financial goals. She noted the snapshot provided by the summary on page 6 of the packet, which indicates that SAR is trending well compared to national averages in terms of giving to nonprofits. A gift from Mary Mill of \$200K has been received designated for general support for scholar programs, putting the unrestricted revenues received above the budget goal. This helped make up for a reduced gift from Eric Dobkin (from \$100k in FY18 to \$25k in FY19). Laura added that the team would like to invite Mary Mill to the scholar introductory presentations, so that she can see what the incoming scholars are studying. Total restricted giving came in slightly below goal due to two grants that were received in FY18, but not in FY19 (Lannan Foundation- \$15,000 and Anne Ray Foundation, CEO Directed Funds- \$75,000), but overall contributed revenue was still on track to reach the annual revenue goal. Membership has increased to a total over 800 members. Laura noted that people



are joining at the Chaco level to participate in the Creative Thought Forum salons. The committee observed that there typically seems to be some drop off in terms of larger funders and some new larger funders each year, so things balance out regularly; this year there were no substantial bequests.

Elizabeth noted the importance of staying in touch and stewarding the connections with family foundations and maintaining direct relationships specifically so that opportunities like the gift from Mary Mill continue to present themselves.

Laura underscored the increase in Board giving and thanked the committee, and by extension the Board at large, for this continued expression of commitment to the organization. Laura noted the decrease in grant funding (mentioned above) and the committee briefly engaged in a conversation about the Anne Ray CEO directed grant.

Elizabeth noted the importance of staying within the public support test and Sharon added that federal grants are considered “public” which would increase opportunities to apply for more Anne Ray funds, should SAR receive the NEH grant currently in the application phase as well as any planned for the future.

The committee briefly discussed the revised proposal for the Paloheimo Foundation funding. The current proposal (submitted June 28, 2019) includes a request for support to fund a new resident scholar position, reduced funding for the annual report, and continued funding for greater public visibility initiatives. Sharon added that this new proposal impacted the Public Programs and Communications FY20 budget, which will see an increase as some areas that have traditionally been funded by Paloheimo will now be included as part of the operating budget.

Lindsay expanded on the unrestricted giving by noting that the Bunting Foundation giving will be tethered to the summer salon programs in the future, and so future reporting will show the funds as restricted. The funds were kept in unrestricted this year to be consistent with the budgetary goals.

Elizabeth raised the question of how many docents SAR has and suggested the SAR team steward and engage them more. Amy offered to share information about the number of current docents and number of paid memberships among docents with the committee, and will schedule a meeting with IARC staff regarding the docent program and engagement. Laura mentioned that the staff is working closely together to engage with new audiences via special tours for planned groups (beyond the weekly IARC public collections tours) and added that we could engage more docents for this purpose. Elizabeth suggested that when someone joins because of an IARC or campus tour, if possible, we should directly thank the docent who provided that tour.

Laura concluded the discussion by noting that membership revenue is up by 23% over last year and that we are tracking well in terms of member retention when compared to the national average for nonprofits.

The committee briefly discussed the Fork Lightning Ranch President’s Circle event and that we were able to recruit two new members (Ken Cole’s guests) and one upgrade from President’s Circle to Founders’ Society. The group agreed that seating assignments would be preferred at future events.



Ann Morton brought up an idea for discussion: Could Board be given a certain number of SAR memberships to “give away?” These would be tools for new member cultivation and stewardship opportunities for newcomers to Santa Fe or a way to engage Board members’ personal contacts. SAR staff will review the idea and report to the committee.

Dorothy mentioned that it would be good to re-engage with local real-estate agents. Although there is some reason why they cannot bring clients to SAR for tours, we could offer free one-year memberships to people who purchase homes in Santa Fe or a gift certificate for a tour of the IARC.

#### 4. Pre-campaign Planning Update / Updates on “2030” Council

Laura, Michael, Doug, Marcus, Elizabeth, Jerry, and Lindsay will participate in a call with Capital Campaign Masters consultant Paula Peters on July 17<sup>th</sup>. This conversation will help further articulate next steps for the campaign readiness and pre-campaign planning and begin discussion for a potential Board retreat.

Laura reviewed the proposed phases document that will be distributed as part of the August 2019 Board meeting. Laura explained the Board meeting handouts will help show how we are laying the groundwork for a campaign and illustrate the importance of the Board in the coming years.

The group briefly discussed the donor prospect information in the committee packet and Lindsay further explained the donor depth chart to the group. The results of working with Capital Campaign Masters thus far suggest an optimistic view of the depth of giving in our existing contacts and database.

Laura explained next steps in the process including the development of an RFP for either one or two firms to help guide the strategic plan of the campaign and then to conduct the feasibility and SAR team coaching in first steps of the campaign. Sharon strongly urged the team to consider articulating the costs of the campaign itself in future documents. Elizabeth added that a task should be added to phase one in the team’s documents stating the need for upfront capital or resources to start the campaign planning.

Laura provided an update on the 2030 Council noting that Conroy Chino from Acoma is a current prospect for the board. Laura discussed pending meetings and introductions made to date, and announced that Jeff Bingaman is the first to join the Council. The group noted that Representative Deb Haaland and Kathleen Wall should be added to the council prospect list, and also thanked Ann Morton for the Walton Family Foundation contact.

#### 5. Discussion of Giving USA Report and Video (from Campbell)

Lindsay reviewed the video that was circulated to the committee in advance of the meeting. The committee briefly discussed the results and reiterated the point from earlier in the meeting that nationally individual giving is down and foundation giving is up, mostly impacted by new tax laws and encouraging giving through Donor Advised Funds.

#### 6. Review Development Plan

Laura reviewed the proposed FY2020 Development Plan and the committee confirmed that the summary pages will be given to the Board (pages 21 /22 of the committee packet). The committee suggested that under goal 1 a sub-point be added, “1.2: Develop campaign budget.”



7. Antique American Indian Art Show / Indian Market Activities

The Board will receive tickets to the opening gala again this year (2 per Board member) on Aug. 13. Laura will circulate information about how to obtain the tickets if Board members are interested in attending. SAR is providing a coupon to the show's vendors that invites vendors for an IARC tour and in exchange offers a free one-year collectors level membership (\$300 value). Meredith added that SAR will prepare an online post for SAR's website with information about which of our former Native artist fellows are exhibiting this year at Indian Market.

Laura raised the question of if the Board would be interested in a private reception on Monday August 12<sup>th</sup> at the Charles King Gallery. The committee gave a favorable response and suggested the SAR team move forward with planning an event for that evening.

8. New Business

The group noted that Bekki Cook will be on the consent agenda for the August 2019 Board Meeting as a new member of the Development Committee.

The meeting adjourned at 4:15 PM.

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- December 10, 2019, 3:00-4:15 pm

**Upcoming SAR Events and Field Trips**

July 23, 2019, 5:30-7:30 pm. Collections of Distinction, the Roque Lobato House, hosted by Susan and Karl Horn

Aug. 2-3, 2019, Biannual Meeting of the Board of Directors

Aug 2, 2019, Reception at Home of Nancy and Murray Bern, co-hosted by Diane and Peter Vennema

Aug. 3, 2019, BBQ Dinner, Seminar House

Aug. 8, 2019, 5:30-7:30 pm. Ian Kualii's Artist Talk, Reception & Open Studio

Aug. 13, 2019, Opening Night of the Antique American Indian Art Show

Sept. 26, 2019, *Archaic Rock Art on Rowe Mesa* with Richard Ford

Oct 16-17, 2019, "The Future of Work" lecture series and salons launch with speaker Dr. Thomas Malone in partnership with the CLOSE IT SUMMIT

Nov. 21-24, 2019, *Mimbres Lives and Landscapes* with Steve Lekson

Dec. 4, 2019, Annual President's Circle Winter Party

**SAR Appeals Report: FY2020 Summary**  
July 1, 2019 - July 30, 2019

Appeal Description	Actuals FY19 for FY20	Goal: FY20 for FY21	YTD Total Raised	YTD to Goal (FY20 for FY21)	% YTD to FY20 for FY21 Goal	Details	Audience	Strategies/ Notes
<b>CONTRIBUTED UNRESTRICTED FUNDS</b>								
FY20 Unsolicited Gifts	\$ 871.71	\$ 25,000.00			0%	Unexpected bequests and gifts; will include Pat Kuhlhoff bequest in which approximately 20% will go to operating expenses.		Bequests
FY20 End of Year Direct Mail Appeal	\$ 34,360.00	\$ 45,000.00			0%	FY19 Actuals: 53 donors (7 of which all Alumni); FY18 Actuals: 70 donors	LYBUNTS SYBUNTS and Prospects	Direct mail solicitations: Follow-up by phone calls.
FY20 End of Year Email Appeal	\$ 10,205.00	\$ 10,000.00			0%	FY19 Actuals: 20 donors; FY18 Actuals: 21 donors	LYBUNTS SYBUNTS and Prospects	6 EOY e-appeals
FY20 End of Year Direct Mail Appeal Alumni	\$ 2,450.00	\$ 4,000.00			0%	FY19 Actuals: 14 donors; FY18 Actuals: 8 donors		Targeted focus on alumni
FY20 End of Year Email Appeal Alumni	\$ 2,600.00	\$ 4,000.00			0%	FY19 Actuals: 12 donors; FY18 Actuals: 18 donors		Targeted focus on alumni
FY20 Spring Direct Mail Appeal	\$ 10,910.00	\$ 15,000.00			0%	FY19 Actuals: 21 donors; FY18 Actuals: 23 donors		Focus on membership: new, upgrades, and renew lapsed
FY20 Spring Direct Mail Appeal Alumni	\$ 1,650.00	\$ 1,500.00			0%	FY19 Actuals: 2 donors; FY18 Actuals: 0 donors		Targeted focus on alumni
FY20 Spring Email Appeal	\$ 1,600.00	\$ 1,500.00			0%	FY19 Actuals: 4 donors; FY18 Actuals: 4 donors		2 e-appeals in spring
FY20 Spring Email Appeal Alumni		\$ 1,000.00			0%	FY19 Actuals: 0 donors; FY18 Actuals: 2 donors		Targeted focus on alumni
FY20 Fundraising Events	\$ 13,461.80	\$ 27,500.00			0%	Projected: \$2,500 from Collections of Distinction event, \$10,000 from "Lost City of the Monkey Gods" film premiere; \$15,000 from summer 2020 event.	Past attendees, Major Gifts Prospects, Current Donors, and LYBUNTS/SYBUNTS of \$250+	Lost City of the Monkey Gods Film Event (net \$10,000); Collections of Distinction event (\$2,500); Summer 2020 event (net \$15,000)
FY20 Schwartz Memorial	\$ 100.00					Goal to raise \$100,000 for Schwartz Memorial Fund (80% to endowment, 20% to operating)		Gifts in memory of Douglas W. Schwartz
FY20 Cultivation Events	\$ 1,000.00	\$ 2,500.00			0%	5 new donors	New Prospects (non-donors), Lapsed donors (more than 3+ years)	1-2 cultivation events. Special mailings with invitations; personal invitations by board.
FY20 Personal Solicitations	\$ 237,300.00	\$ 300,000.00			0%	Major gifts campaign using Target Analytics and pre-campaign planning implemented. Includes Dobkin gift (decreased to \$25,000 in FY19).	Target 25-50 Major Gifts Prospects	Personal cultivation and solicitations by Board and Staff Leadership (including asks of former board and Honorary Directors)

**SAR Appeals Report: FY2020 Summary**  
July 1, 2019 - July 30, 2019

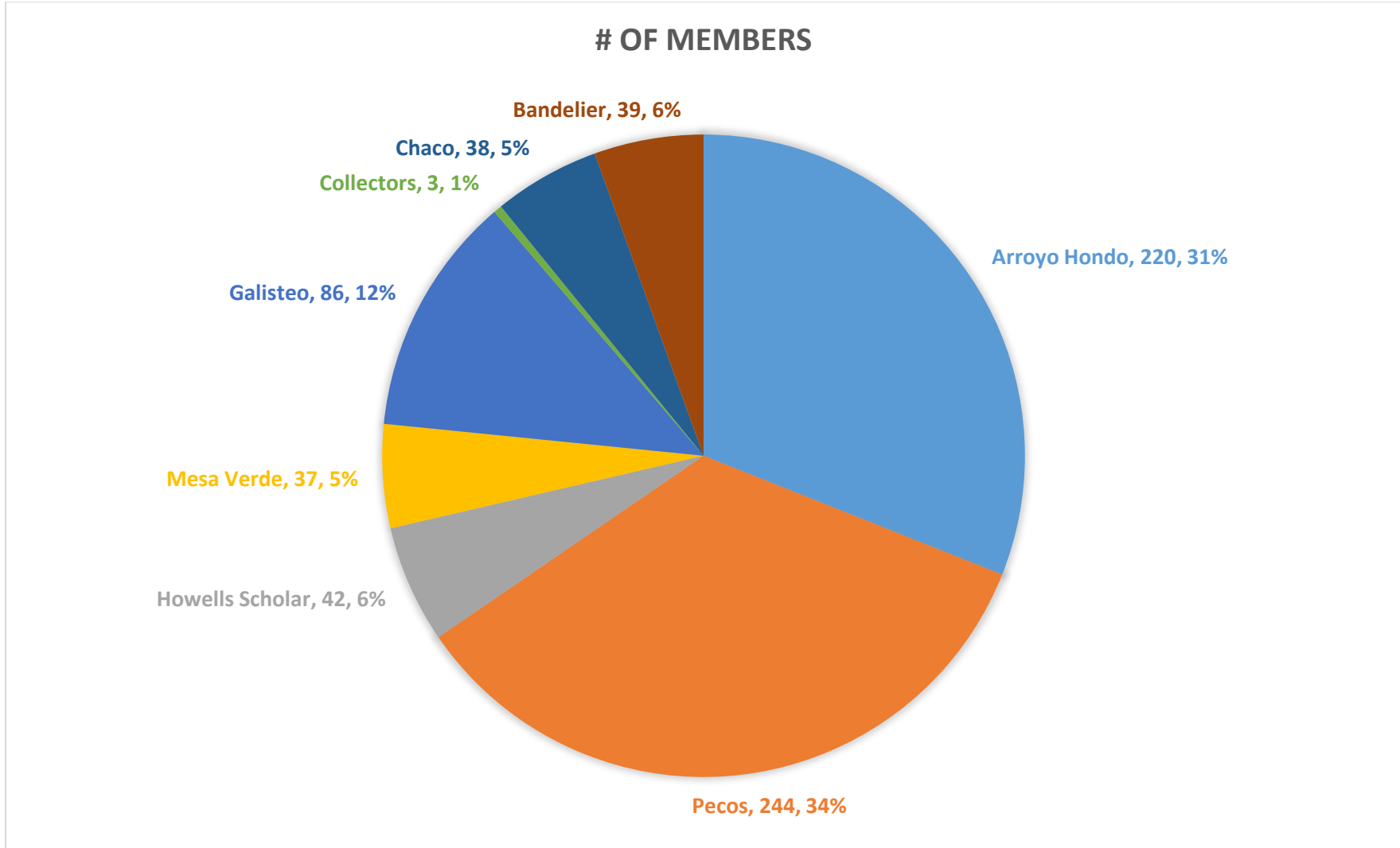
Appeal Description	Actuals FY19 for FY20	Goal: FY20 for FY21	YTD Total Raised	YTD to Goal (FY20 for FY21)	% YTD to FY20 for FY21 Goal	Details	Audience	Strategies/ Notes
FY20 Unrestricted Individual Giving	\$ 21,521.00	\$ 10,000.00			0%	Includes many gifts in "memory of" or in "honor of"		
FY20 Field Trips	\$ 12,670.00	\$ 5,000.00				Donation portion of field trips. Overnight Trips: 30 pax * \$100 = \$3,000; Day Trips: 75 pax * \$25 = \$1,875		
FY20 Board Giving	\$ 396,937.55	\$ 400,000.00			0%	Includes pledges and outright cash gifts received for current and advisory board members.	Current Board and Advisory Board	Current Board giving at same levels as last year + new board members giving each at least \$10k, as well as targeted additional asks
FY20 Annual Report	\$ 2,500.00	\$ 2,500.00			0%			
FY20 Membership	\$ 96,405.00	\$ 100,000.00			0%	5% increase over last year	Current and new prospects	Collect names at events and tours and follow up with to invite to join, includes business memberships (not sponsorships)
FY20 President's Circle	\$ 88,500.00	\$ 100,000.00			0%	5 new PC members	Board contacts; new prospects; renew current	Invite new potential members to PC events; recruit during year at other receptions and cultivation events
FY20 Unrestricted Grants	\$ 25,500.00	\$ 15,500.00			0%	Projected: \$3,000 Sidney Stern Memorial Trust; \$10,000 Newman's Own Foundation; \$2,500 SFCF. \$10,000 from the Bunting Foundation has been moved to restricted.	New Prospects or lapsed donors (need to reestablish relationship)	Research prospects, make personal calls/visits, write proposals, follow up
FY20 Business Sponsorships	\$ 23,500.00	\$ 30,000.00			0%	Includes sponsors for the lecture series and the summer 2020 event.	Businesses in Santa Fe and ABQ (include event sponsors)	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
<b>TOTAL UNRESTRICTED</b>	<b>\$ 984,042.06</b>	<b>\$ 1,100,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>			

**SAR Appeals Report: FY2020 Summary**  
July 1, 2019 - July 30, 2019

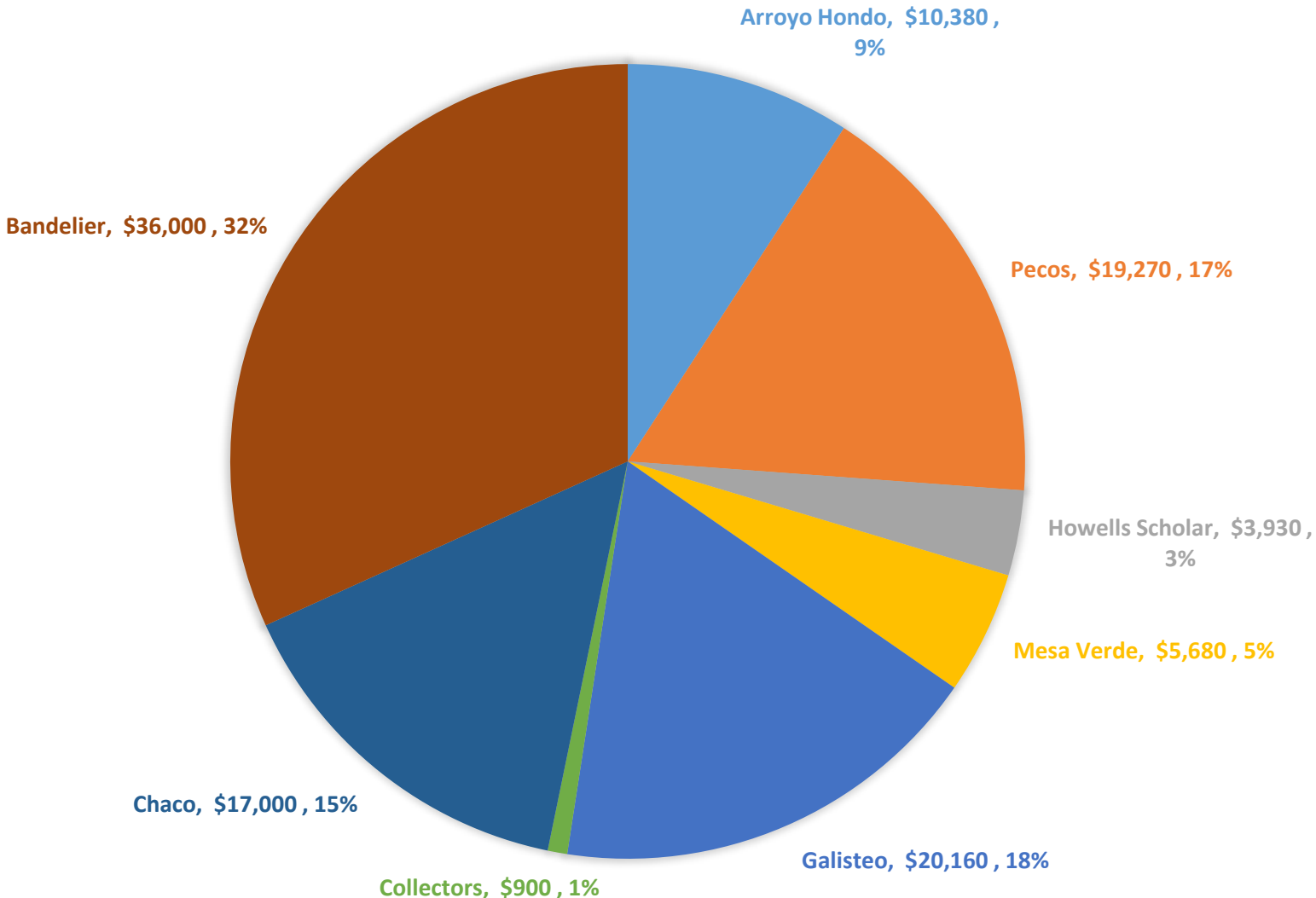
Appeal Description	Actuals FY19 for FY20	Goal: FY20 for FY21	YTD Total Raised	YTD to Goal (FY20 for FY21)	% YTD to FY20 for FY21 Goal	Details	Audience	Strategies/ Notes
<b>CONTRIBUTED RESTRICTED FUNDS</b>								
FY20 Restricted Grants: ARF	\$ 580,000.00	\$ 287,000.00			0%	Grants for FY21 will be submitted in March 2020; \$287,000 for Professional Training and Intergenerational Learning; remainder pending.		
FY20 Restricted Grants: Margaret A. Cargill Foundation-Directed CEO	\$ -	\$ 104,470.00			0%	\$209,366 over two years; \$104,470 for Y1		
FY20 Restricted Grants: Paloheimo	\$ 113,769.00	\$ 124,682.00			0%	Funding requested for the annual report, enhanced communications, and a new scholar fellow. Three-year grant totaling \$374,997.		
FY20 Restricted Grant: Ethel-Jane Westfeldt Bunting Foundation	\$ 10,000.00	\$ 10,000.00				Grant to support the summer salons as part of the Creative Thought Forum		
FY20 Restricted Grants: Frost Foundation	\$ 10,000.00	\$ 10,000.00			0%	For IARC education programs/ staff		
FY20 Restricted Grants: Santa Fe Community Foundation	\$ 5,068.88							
FY20 Restricted Grants: New Mexico Historic Records Advisory Board	\$ 5,855.40					Library Archive grant		
FY20 Restricted Grants: Mellon Foundation	\$ 138,910.00	\$ 141,043.00			0%	3 year grant for Mellon fellow beginning in FY20; total grant award of \$420,000.		
FY20 Restricted Grants: NSF	\$ 61,051.00	\$ 61,281.00			0%	3 year grant for scholar programs; total grant award of \$183,857.		
FY20 Restricted Grants: Vera Campbell Foundation		\$ 40,000.00				Campbell seminar relating to women in the Global South.		
FY20 Restricted Grants: NEH		\$ 210,000.00				Three grants pending: \$150,000 for Fellowship Programs; \$50,000 for Sustaining Cultural Heritage Collections; \$10,000 for Preservation Assistance.		
FY20 Individual Restricted special projects								
<b>TOTAL RESTRICTED</b>	<b>\$ 924,654.28</b>	<b>\$ 988,476.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>			
<b>TOTAL CONTRIBUTED UNRESTRICTED + RESTRICTED</b>	<b>\$ 1,908,696.34</b>	<b>\$ 2,088,476.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>			



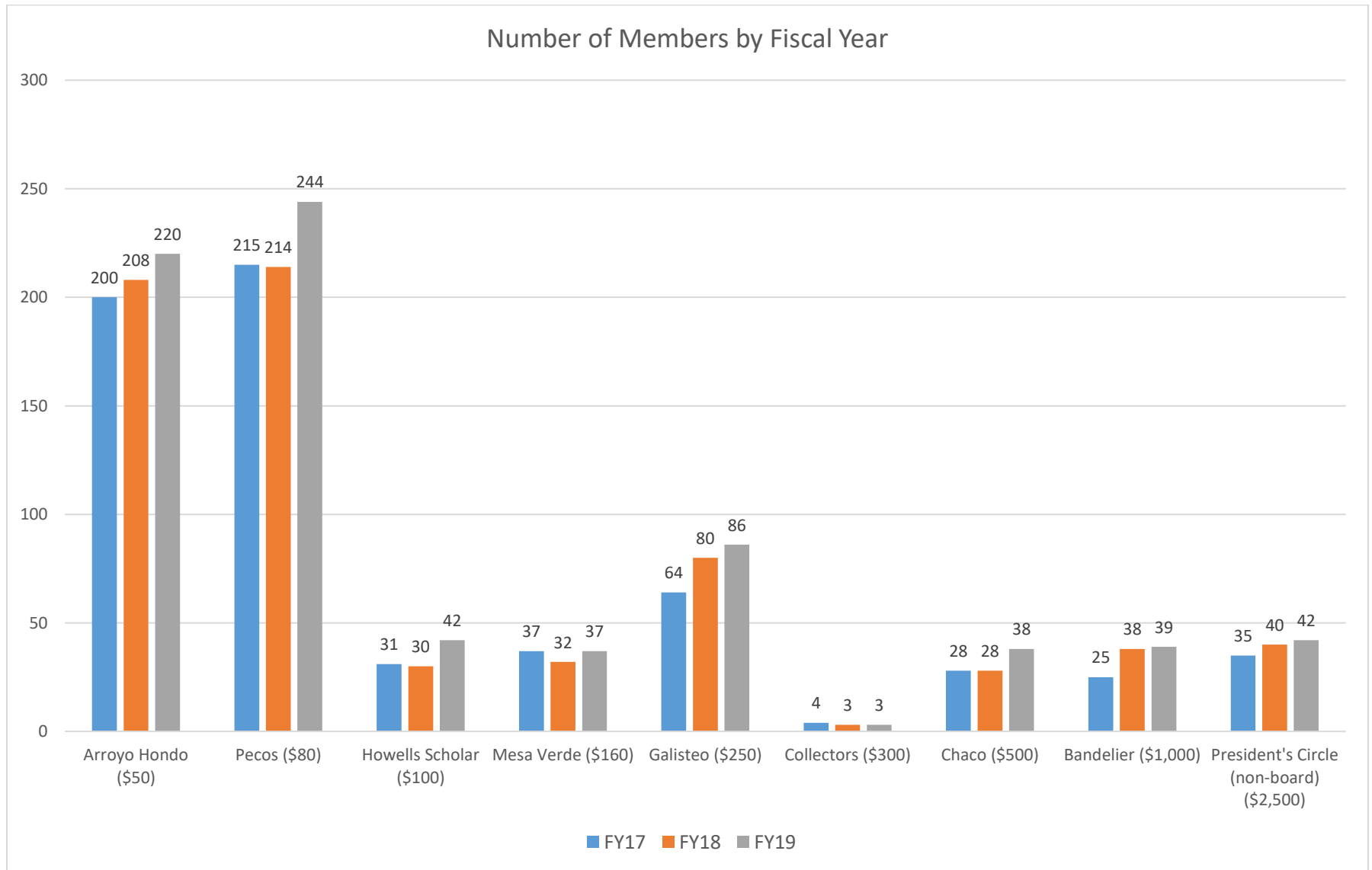
**SAR Membership Analysis**  
FY2019 Membership Status, as of June 30, 2019



### MEMBERSHIP REVENUE



### Membership Comparison



**FY2019 Membership Stats\*, as of June 30, 2019**

	<b>FY17</b>	<b>% change</b>	<b>FY18</b>	<b>% change</b>	<b>FY19</b>
Total Membership	640	12%	718	13%	809
# of New Members	154	27%	196	11%	218
# of Lapsed Members	111		118		127**
Net New Members	43		78		91
Retention Rate	81.41%		81.56%		82.31%
Acquisition Rate	25.80%		30.63%		30.36%
Attrition Rate	18.59%		18.44%		17.69%

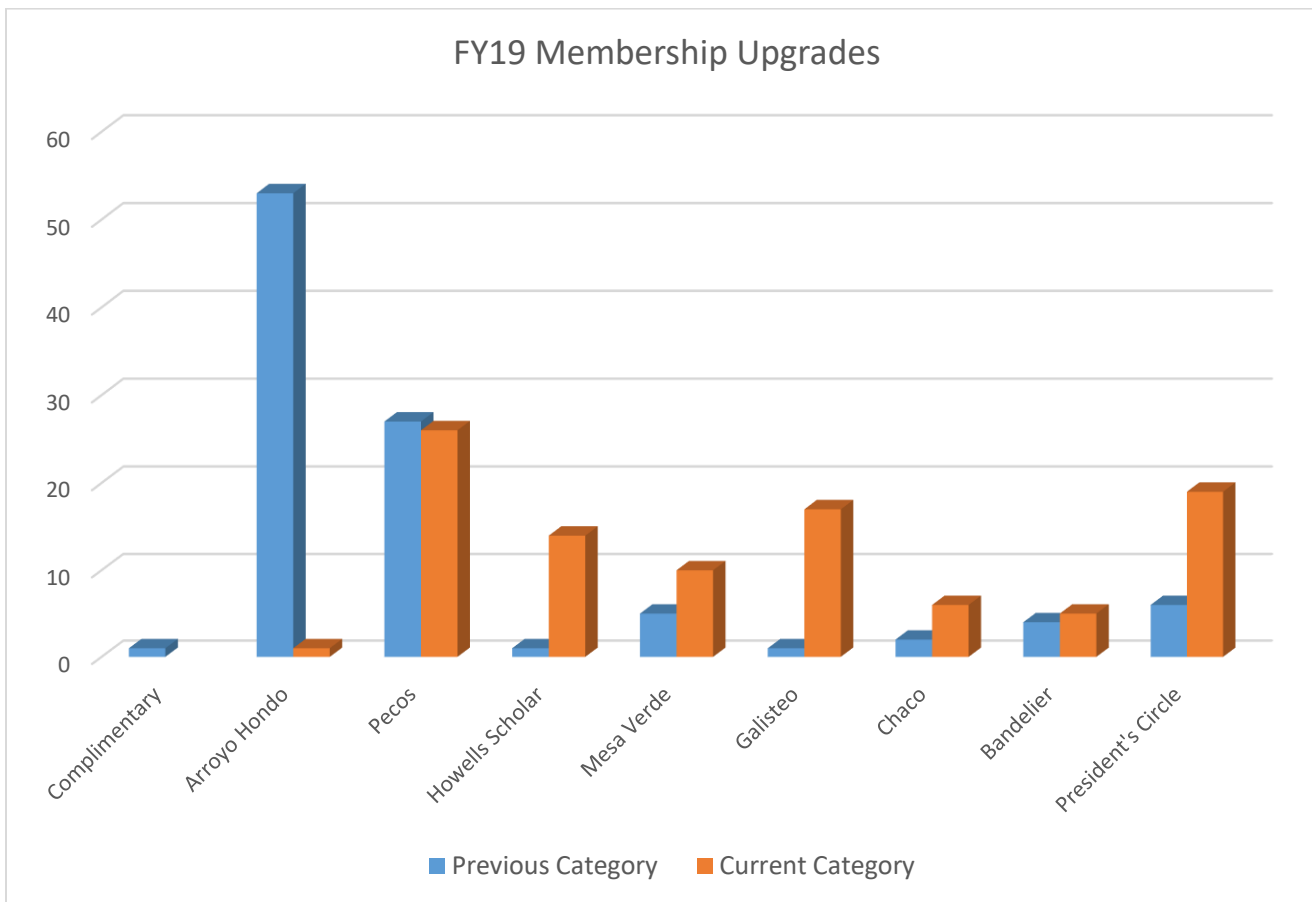
\*Total membership including President’s Circle and Board.

\*\*73 of FY19 lapsed members were first-year members (57.5% of lapsed).

### Membership Upgrades

I. Total number of upgrades: **99**

a. Number of upgrades before membership expiration (during membership cycle): **15**





**SAR DEVELOPMENT PLAN**  
**2019-2020**  
 (7/22/19)

**WHAT WE DO (Mission)**

Advance creative thought and innovative work in the social sciences, humanities, and Native American arts.

**WHY WE DO IT (Vision)**

To become the preeminent institution that fosters understanding of humankind.

**HOW WE DO IT (Brand Promise)**

By inspiring scholarly and artistic creativity.

**HOW WE DO IT DIFFERENTLY (Unique value proposition)**

Through a unique learning environment designed to inspire intellectual risk-taking and unleash creativity.

**WHO WE SERVE**

Adult Learners  
 Native American Communities  
 Artists/ Scholars  
 Donors



(Right: Ray "Duck" Garcia, San Felipe Pueblo)

**WHERE WE ARE HEADED (2030 ROADMAP GOALS)**

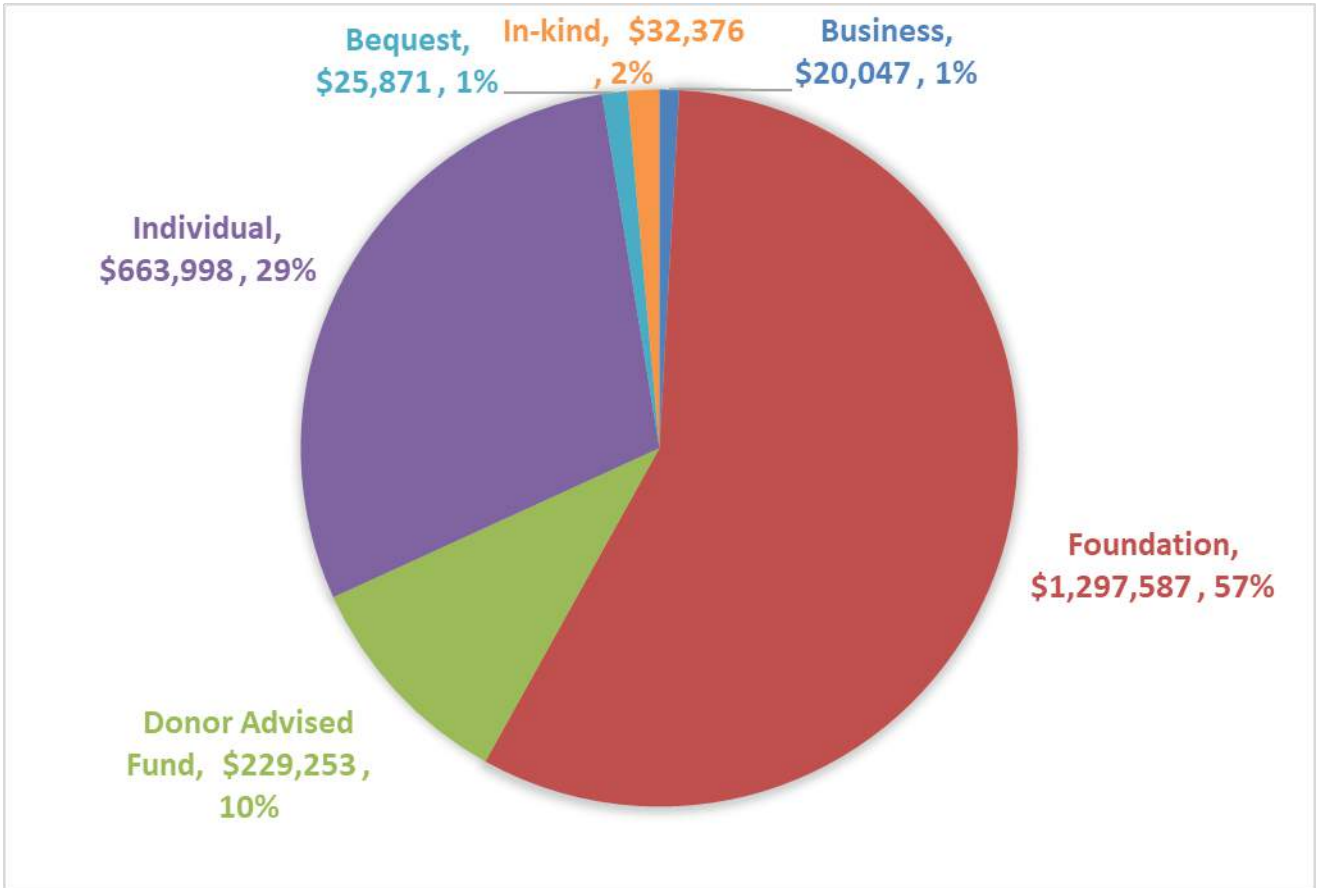
1. Lead intellectual and creative inquiry by building capacity for scholars and artists.
2. Foster and promote Native American cultural heritage.
3. Engage the public around critical social issues.
4. Preserve a place where ideas flourish.

**WHAT YOU CAN DO**

You can play an influential role in helping knowledge flourish by supporting SAR's current and future programmatic initiatives, much needed capital projects, and endowment for sustained growth.

**HOW WE GENERATE REVENUE**

**FY19 Results**



**DEVELOPMENT GOALS**

1. Lay the groundwork for a comprehensive campaign (capital, endowment, and programmatic).
2. Increase revenue from annual fund and membership.
3. Strengthen major gifts and legacy giving programs.
4. Raise visibility of SAR as an important center of learning where issues of critical social concern are addressed.
5. Increase grant support from foundations, corporations, and government sources (work with VP of Administration and Finance/ Grants Manager).



**DEVELOPMENT PLAN  
FY 2019-2020**

<b>FY20</b>	<b>GOALS</b>
Goal 1	Lay the groundwork for a comprehensive campaign (capital, endowment, and programmatic).
Goal 2	Increase revenue from annual fund and membership.
Goal 3	Strengthen major gifts and legacy giving programs.
Goal 4	Raise visibility of SAR as an important center of learning where issues of critical social concern are addressed.
Goal 5	Increase grant support from foundations, corporations, and government sources (work with VP of Administration and Finance/ Grants Manager)

<b>FY19</b>	<b>GOALS</b>
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	
<b>Goal 1</b>	Lay the groundwork for a comprehensive campaign (capital, endowment, and programmatic).
<b>Objective</b>	1.1 Issue RFP and identify consulting firm(s) to conduct planning for a comprehensive campaign.
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Determine scope of work for fundraising firm, involving a select group of board members and assistance from Capital Campaign Masters.</li> <li>• Draft and distribute RFP.</li> <li>• Select firm and set timeline for identified tasks.</li> </ul>
<b>Objective</b>	1.2 Develop Gift Table and Depth Chart for campaign.
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Confirm financial goals for the campaign.</li> <li>• Develop campaign budget for fundraising costs.</li> <li>• Determine number of donors needed at each giving level.</li> <li>• Identify top 100 prospects and create individualized strategies for top-tier (20-30) prospects.</li> </ul>
<b>Objective</b>	1.3 Begin planning phase of campaign.
	<ul style="list-style-type: none"> <li>• Identify campaign leadership.</li> <li>• Formalize 2030 Council of Advisors.</li> <li>• Assemble campaign committees/ working groups.</li> <li>• Review prospect lists, conduct prospect research, and make assignments for cultivation/ solicitation.</li> <li>• Work with Grants Manager to identify new sources of funding for the campaign.</li> </ul>
<b>Goal 2</b>	<b>Increase revenue from annual fund and membership.</b>
<b>Objective</b>	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 (5% increase).
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Develop print materials for mailings including fundraising letters, reply forms and brochures and continue to utilize new messaging strategies to communicate the importance of SAR.</li> <li>• Design effective e-mail campaigns to increase on-line giving.</li> <li>• Create brief videos to enhance the “storytelling” aspect of SAR and the impact of SAR on scholars, artists, and members (work with Dir. of PP and C).</li> <li>• Adapt website to reflect new annual giving campaign.</li> <li>• Review levels of giving and giving opportunities.</li> <li>• Coordinate annual giving campaign with membership drive(s).</li> </ul>

	<ul style="list-style-type: none"> <li>• Segment constituencies and target appeals according to interests and relationships to SAR.</li> <li>• Generate targeted mailing lists customized to each identified constituent.</li> <li>• Create new strategies to increase monthly giving.</li> <li>• Continue to offer alternative ways of giving in response to new tax laws.</li> <li>• Continue clean up of database and systems.</li> </ul>
<b>Objective</b>	2.2 Expand alumni giving program <b>by 3%.</b>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Enlist help from Dir. of Scholar Programs and IARC to work on strategies to engage alumni in supporting SAR.</li> <li>• Involve scholars/artists while they are at SAR to consider ways of supporting SAR.</li> <li>• Clean up database and update contact information and accomplishments of alumni.</li> <li>• Communicate with alumni on a more regular basis with targeted messaging (work with Dir. of PP and C).</li> <li>• Determine benefits for alumni giving and ways to keep alumni engaged in SAR activities.</li> <li>• Create area on website and/or use social media channels to report alumni successes and achievements (work with Dir. of PP and C)</li> <li>• Form alumni leadership group to help with planning alumni engagement and strategies to keep alumni involved with SAR (with Scholar Programs)</li> </ul>
<b>Objective</b>	2.3 Maintain and improve quality of programs for members including lectures, field trips, classes, salons, campus tours, etc.
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Work in coordination with Dir. of PP and C to support the implementation of lecture and class promotion and registration of members.</li> <li>• Continue to work on field trip improvements- with a variety of offerings and pricing structures.</li> <li>• Work as liaison to trip operators by coordinating planning, marketing, and logistics for member field trips.</li> <li>• Refine training materials and strategies for campus tours.</li> <li>• 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.</li> </ul>
<b>Objective</b>	2.4 Improve recruitment strategies and attract new members, <b>increase by 10%.</b>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Maintain lists and attendance records of those who attend SAR events and tours.</li> <li>• Send follow up correspondence to attendees to thank current members and to invite non-members to join.</li> <li>• Add names of prospects from staff and Board to database as appropriate.</li> </ul>

	<ul style="list-style-type: none"> <li>• Develop and implement strategies to recruit new members, including open houses, private tours, and presentations to targeted interest groups.</li> <li>• Use peer-to-peer strategies to encourage new and prospective members to take tours of the SAR campus and IARC collections.</li> <li>• Start “ambassador” program to broaden circle of supporters.</li> <li>• Update membership collateral in conjunction with Dir. of Public Programs and Communication.</li> <li>• Develop new recruiting and referral strategies.</li> <li>• Promote membership at all SAR events and programs.</li> <li>• Work with SAR staff, volunteers, and existing members to be ambassadors and help expand our networks.</li> </ul>
<b>Objective</b>	2.5 Improve retention strategies of existing members.
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Start a loyalty program for members.</li> <li>• Start a Members only quarterly e-newsletter focused on member issues/opportunities and featuring select members.</li> <li>• Continue to survey members to meet their needs and interests.</li> <li>• 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.</li> </ul>
<b>Objective</b>	2.6 Increase level of support from business sponsors to support public programs and sponsor events.
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Consult and work with the Development Committee/ Board of Directors to help identify top prospects for sponsorships and solicit new business sponsors.</li> <li>• Provide solicitors with appropriate materials and training to request sponsorships.</li> <li>• Record activities of the solicitors in RE so that activities can be tracked and managed.</li> <li>• Review with VP of Finance and Administration list of vendors. Approach vendor representatives as individual prospects.</li> <li>• Be more active in the SF Chamber of Commerce events to meet and recruit new business sponsors.</li> <li>• Host Business After Hours event in spring 2020 to attract new business sponsors.</li> </ul>
<b>Objective</b>	2.7 Expand annual giving through fundraising events.
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Plan and implement event in conjunction with “Lost City of the Monkey God” film at the Violet Crown with Doug Preston.</li> <li>• Plan and implement 4<sup>th</sup> Collections of Distinction event for July 2020 (this also serves as a cultivation event for major gifts).</li> </ul>

	<ul style="list-style-type: none"> <li>Plan and implement donor event in conjunction with Alumni Reunion for June 2020 (work with Scholar Programs and Dir. of PP and C).</li> </ul>
<b>Goal 3</b>	<b>Strengthen major gifts and legacy giving programs.</b>
<b>Objective</b>	3.1 Identify top prospects and develop individualized strategies to cultivate and solicit major gifts (\$2,500+).
<b>Strategies</b>	<ul style="list-style-type: none"> <li>Utilize data from Target Analytics to guide major gift strategies and portfolio development.</li> <li>Work with President, Board Chair, and Development Committee to identify and solicit new and current prospects, including 5 new President’s Circle members.</li> <li>Solicit support for Founders’ Society to support Creative Thought Forum, 5 new donors @ \$5,000 ea.; encourage multi-year giving going forward.</li> <li>Review lists and make assignments for solicitations, involving both staff and board members.</li> <li>Research prospects to determine projected levels of giving and prepare background information for solicitors.</li> <li>Conduct training as needed for solicitors.</li> <li>Conduct the asks and report back on results to Director of Development.</li> <li>Record results and next steps in RE database- track “moves management”</li> <li>Solicit gifts in one on one solicitations, including donations from cultivation events.</li> </ul>
<b>Objective</b>	3.2 Continue to increase membership in El Delirio Legacy Circle.
<b>Strategies</b>	<ul style="list-style-type: none"> <li>Review El Delirio program and list of current members.</li> <li>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.</li> <li>Conduct survey and follow up to planned giving prospects.</li> <li>Review current print materials and develop new materials as needed.</li> <li>Make sure that all current members of El Delirio are invited to all President’s Circle events.</li> <li>Enlist at least 5 strong prospects and 1 new member.</li> <li>Provide a variety of options for donors to include SAR in their estate plans, including bequests, life income gifts, life insurance, and IRA distributions.</li> </ul>
<b>Objective</b>	3.3 Plan events to help steward current major donors and cultivate new major gift and board prospects.
<b>Strategies</b>	<ul style="list-style-type: none"> <li>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,</li> </ul>

	<p>including joining the newly formed Founders’ Society for the Creative Thought Forum.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Enlist Board and current donors to invite prospects to join them at those exclusive events and to give at leadership levels.</li> <li>• 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.</li> <li>• 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.</li> <li>• Plan and implement annual Collections of Distinction event for July 2020.</li> </ul>
<b>Objective</b>	3.4 Continue to involve Board in major and planned giving/ legacy program.
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Conduct Board solicitation as part of major gift program, including planned giving. Obtain board commitments for following year budget by December 2019 to be received by 6/30/20.</li> <li>• 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.</li> <li>• 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.</li> <li>• Invite Board to continue to provide names of prospects to approach for major gifts.</li> <li>• Involve Board members as ambassadors when asking prospects for a gift.</li> <li>• Communicate regularly with former board members and invite their participation and continued/resumed giving.</li> </ul>
<b>Objective</b>	3.5 Work with Board Nominating Committee to identify new Board prospects.
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Make lists of potential new Board members based on a set of established criteria.</li> <li>• 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.</li> <li>• Cultivate Board prospects as major gift donors and involve them in SAR related activities.</li> <li>• Prepare orientation for new Board members with a focus on the importance of fundraising as one of their primary areas of responsibility.</li> </ul>

<b>Goal 4</b>	<b>Raise visibility of SAR as an important center of learning where issues of critical social concern are addressed.</b>
<b>Objective</b>	4.1 Communicate the importance of SAR to current and prospective donors/ members.
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Continue to incorporate messaging developed in conjunction with 66 &amp; Co. to reach new and existing audiences and to increase membership/ participation in SAR.</li> <li>• Segment and customize communications to suit the diverse audiences of SAR, including scholars, artists, donors, and adult learners.</li> <li>• Develop strategic partnerships that broaden our circle of supporters.</li> <li>• Continue to attract donors through promotion and involvement in the Creative Thought Forum.</li> <li>• 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.).</li> <li>• Integrate donor related stories into SAR NOW and the monthly e-news how they relate to SAR programs.</li> </ul>
<b>Objective</b>	4.2 Continue to offer high quality programs for the general public to attract new audiences/ donors/members to SAR.
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Help execute events in coordination with Dir. of PP &amp; C, involving planning, registration, set up, and clean up.</li> <li>• Follow up with event attendees to invite them to become members and get involved with SAR activities.</li> </ul>
<b>Objective</b>	4.3 Better understand audience(s) and impact of SAR.
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Collect data at SAR events/ tours when possible to capture demographic information.</li> <li>• Continue to collect anecdotal information on SAR alumni and work on documenting the impact SAR has had on their careers and communities.</li> <li>• Use information collected to inform our decision-making about programs going forward.</li> </ul>
<b>Objective</b>	4.4 Maximize use of website for more effective communications and online fundraising.

<p><b>Strategies</b></p>	<ul style="list-style-type: none"> <li>• Utilize new website for enhanced communications and fundraising effectiveness.</li> <li>• 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.</li> <li>• Assure that online giving and signing up for e-news is easy and accessible.</li> <li>• Consider calls to action on the website to involve our constituents.</li> <li>• Work with Dir. of PP &amp; C to keep content fresh and engaging.</li> </ul>
<p><b>Goal 5</b></p>	<p><b>Increase grant support from foundations, corporations, and government sources (work with VP of Administration and Finance/ Grants Manager)</b></p>
<p><b>Objectives</b></p>	<p>5.1 Continue to utilize and improve the Grants Management System and management tools: one Excel spreadsheet for active grants and another for tracking due dates for reporting and renewals of current grants and proposals for new grants by June 30, 2020.</p>
	<p>5.2 Develop a strategy for federal grant support from the NEH by September 30, 2019.</p>
	<p>5.3 Review and revise current grant protocols by December 31, 2019.</p>
	<p>5.4 Research and submit a minimum of 5 proposals to government, private foundation, and corporate funding sources to support the 2030 Roadmap by June 30, 2020.</p>

**SCHOOL FOR ADVANCED RESEARCH  
DEVELOPMENT CALENDAR, FY 2020**

*(See details for specific event dates in Public Programs Calendar)*

**Summer 2019**

First issue of Member News- SAR Insiders (Members-only e-newsletter)  
New Member Reception  
Board Meeting  
Indian Market Activities

**Fall 2019**

Field trips  
Lapsed donor survey  
Monthly donor appeal- SAR Sustainers  
Board giving appeal  
Legacy Circle Survey/ Mailing  
Members News- SAR Insiders  
Alumni Update from Michael  
Fall/ EOY Appeal  
Founders' Society Dinner #1  
Thanks for Giving E-blast  
Giving Tuesday  
Board and PC Winter Party  
Holiday cards  
Neighborhood gathering  
New Member Reception

**Winter 2020**

Member News- SAR Insiders  
PC Trip to Los Angeles  
Valentine's Day E-card  
Membership upgrade mailing  
Board Meeting  
Annual Report mailing  
Founders' Society Dinner #2  
Lapsed member mailing/ e-blast

**Spring 2020**

Field trips  
Member News- SAR Insiders  
Membership drive (in lieu of spring appeal)- "Bring a Friend" initiative  
Alumni Update from Michael  
Chamber of Commerce Reception (TBD)  
Founders' Society Dinner #3

**Summer 2020**

Alumni Reunion/ MacArthur Fellow Event  
President's Circle Reception/ Fundraiser  
Collections of Distinction



<b>July 2019 Grants Update for SAR Board + Projections for FY 2020 + Beyond</b>				
<b>Funder</b>	<b>Grant Type/Period of Performance</b>	<b>Application Submitted/To Be Submitted</b>	<b>Projected Amount</b>	<b>Amount Received</b>
Andrew W. Mellon Foundation: Scholar Programs Latino Studies Fellowships	3 years for FY 20-22	June 2018	\$419,616	\$419,616
Sidney Stern Memorial Trust: SAR Press	1 year for FY19-20	June 2018	\$5,000	\$3,000
Frost Foundation: IARC Education	1 year for FY19-20	September 2018	\$15,000	\$10,000
Paloheimo Foundation: PR & Marketing & Campaign Readiness Assessment	1 year for FY19-20	July 2018	\$80,000	\$78,169
New Mexico Historical Records Advisory Board: SAR library archives	1 year for FY20	February 2019	\$6,500	\$5,855
Anne Ray Foundation: IARC Conservation/Collections	1 Year for FY20	March 2019	\$225,000	\$225,000
Anne Ray Foundation: IARC Intellectual Training	1 year for FY20	March 2018	\$307,000	\$307,000
Anne Ray Foundation: Protecting Our Most Valued Resource: the IARC Collection	1 year for FY20	March 2019	\$48,000	\$48,000
Paloheimo Foundation: 3-year grant for a new Paloheimo fellowship, marketing/PR support, + annual report	3 years for FY20-22	June 2019	\$374,977	
Vera R. Campbell Foundation: Scholar Programs Advanced Seminar	1 year for FY20	July 2019	\$40,000	\$40,000
Newman's Own Foundation: Creative Thought Forum	Sponsorship for FY20 CTF	July 2019	\$10,000	
NEH Fellowship Programs at Independent Research Institutions/FPIRI	3 years for FY21-23	August 2019	\$150,000	
Ethel-Jane Westfedlt Bunting Foundation: Summer Salons	For FY 20 summer salon	September 2019	\$5,000	
Frost Foundation: IARC Education	1 year for FY20	September 2019	\$10,000	
NEH Sustaining Cultural Heritage Collections: IARC Planning re: Conservation Strategies	2 years for FY20-21	November 2019	\$50,000	
NEH Preservation Assistance Grants for Smaller Institutions: IARC Planning to Move the Arroyo Hondo Collection to NM State	18 months for FY20-21	January 2020	\$10,000	
<b>Totals To Date (July 2019)</b>			<b>\$1,756,093</b>	<b>\$1,136,640</b>

<b>Grant Funds for FY 2019 Programs (July 1, 2018 - June 30, 2019)</b>	
<b>Funder</b>	<b>FY 2019 Grant Amount</b>
Andrew W. Mellon Foundation: Scholar Programs Latino Studies Fellowships	\$149,603
Sidney Stern Memorial Trust: SAR Press	\$3,000
Frost Foundation: IARC Education	\$10,000
Paloheimo Foundation: Marketing & Campaign Readiness Assessment	\$78,169
Paloheimo Foundation: Annual Report	\$35,600
Anne Ray Foundation: IARC Conservation/Collections	\$246,000
Anne Ray Foundation: IARC Intellectual Training	\$260,000
Newman's Own Foundation: Creative Thought Forum	\$10,000
Ethel-Jane Westfedlt Bunting Foundation: Summer Salons	\$10,000
NSF: Scholar Programs Research Team Seminars	\$46,287
Santa Fe Community Foundation: Giving Together Guide	\$2,500
New Mexico Humanities Council: Special Lecture Series	\$5,500
Bank of Albuquerque: 1 lecture in Creative Thought Forum	1,500
<b>Total FY 2019 Grant Funds</b>	<b>\$858,159</b>
<b>Total FY 2019 SAR Budget</b>	<b>\$3,246,581</b>
<b>Percent of FY 2019 SAR Budget from Grants</b>	<b>26%</b>

**Board, Founders' Society, President's Circle, and Public Programs Calendar**  
**August 2019 – February 2019**

Event Type	Event Date	Event Details
Artist Talk	Thursday, August 8	<p><b>Ian Kualii</b>  <b>Artist Talk, Reception, and Open Studio</b>                      5:30 p.m. – 7:00 p.m.                      Eric S. Dobkin Boardroom                      Free and open to the public                      RSVP by Monday, August 5 at 505.954.7205 or <a href="mailto:iarc@sarsf.org">iarc@sarsf.org</a></p> <p>Hear on from Ian Kualii on his work and experiences as the 2018 Ronald and Susan Dubin Fellow.</p>
Special Event	Opening Party: Tuesday, August 13 6:00pm – 9:00pm  Public Show: August 14 – August 16	<p><b>Antique American Indian Arts Show</b>                      Daily, 11:00 a.m. – 5:00 p.m.                      El Museo Cultural de Santa Fe                      555 Camino de la Familia, Santa Fe</p> <p>SAR nominated former Native artist fellow, Iva Honyestewa, to be an invited exhibitor. Honyestewa will be at a booth throughout the show and also presents on Thursday, August 15 at 1:00 p.m. "The story behind the Creation of a new Hopi Basket, "Pootsaya" with Iva Honyestewa." Visitation is expected to be nearly 3500.</p> <p>For SAR Board tickets to the opening party and public show contact Laura Sullivan at 505-954-7238, or <a href="mailto:sullivan@sarsf.org">sullivan@sarsf.org</a></p>
Colloquium	Wednesday, September 18	<p><b>Introductory Presentations by 2019-2020 Resident Scholars, Anne Ray Interns, and the Rollin and Mary Ella King Native Artist Fellow</b>                      12:00 p.m. – 1:00 p.m.                      Eric S. Dobkin Boardroom                      Free and open to the public. Advanced registration encouraged.                      Lunch immediately following for Board of Directors                      RSVP by Friday, September 13 to Robin Garrett, <a href="mailto:garrett@sarsf.org">garrett@sarsf.org</a></p> <p>An overview of the projects that the 2019-2020 resident scholars, Anne Ray interns, and the 2019 Rollin and Mary Ella King Native artist fellow will be working on while in residence at SAR.</p>
Member Field Trip	<b>Thursday, September 26, 2019</b>	<p><b>Archaic Rock Art on Rowe Mesa with Richard Ford</b>                      \$150                      To register contact Amy Schiffer: <a href="mailto:schiffer@sarsf.org">schiffer@sarsf.org</a>                      Enjoy a day-trip to two major Archaic petroglyph sites. The first is about 5,000 years old. It faces the sky and the images are all abstract. It appears to be a multiple use shamanistic ceremonial area. The second site is younger. It, too, has many abstract images but some are evolving into naturalistic forms. This one is also a shamanistic ceremonial area.</p> <p>Some rock art tours exclude participation. Not this one! It is very welcoming for people of all ages and physical conditions.</p>

<p>In-Depth Course</p>	<p>Tuesday, October 1 / Tuesday, October 8 / Tuesday, October 15 / Tuesday, October 22</p>	<p><b>Rock Art of the Southwest with Richard Ford</b> 2:00 p.m. – 4:00 p.m. Eric S. Dobkin Boardroom \$200 SAR members; \$250 non-members (SAR members registered for the Archaic Rock Art on Rowe Mesa: \$175)</p> <p>A 4-part in-depth course exploring Rock Art of the Southwest.</p>
<p>Colloquium</p>	<p>Wednesday, October 2</p>	<p><b>Drinking Practice and Politics in Chaco Canyon, New Mexico With Patricia Crown</b> 12:00 p.m. – 1:00 p.m. Eric S. Dobkin Boardroom Free and open to the public. Advanced registration encouraged.</p>
<p>Member event</p>	<p>Thursday, October 3</p>	<p><b>New Member Reception</b> 10:00 a.m. – Noon Eric S. Dobkin Boardroom</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 combined tour of the campus and IARC.</p>
<p>Colloquium</p>	<p>Wednesday, October 16</p>	<p><b>On the Delhi Metro: Urban Landscape, Transport Infrastructure, and Social Mobility in a 21st-century Megacity With Rashmi Sadana</b> 12:00 p.m. – 1:00 p.m. Eric S. Dobkin Boardroom Free and open to the public. Advanced registration encouraged.</p>
<p>Creative Thought Forum Lecture</p>	<p>Wednesday, October 16</p>	<p><b>Creative Thought Forum Lecture / Superminds: The Surprising Power of People and Computers Thinking Together (Partnership with Innovate Educate)</b> Santa Fe Convention Center 6:30 p.m. – 7:30 p.m. Free for SAR members and Close It attendees; \$10 not-yet-members Advanced registration is encouraged.</p> <p>Founding director of the MIT Center for Collective Intelligence, Malone presents on how intelligence exhibited by groups of people and computers working together is changing education and economics.</p>
<p>Creative Thought Forum Salon</p>	<p>Thursday, October 17</p>	<p><b>Creative Thought Forum Salon / Superminds: The Surprising Power of People and Computers Thinking Together</b> Eric S. Dobkin Boardroom 10:00 a.m. – Noon Free for SAR members RSVP to Lindsay Archuleta <a href="mailto:archuleta@sarsf.org">archuleta@sarsf.org</a></p>

Colloquium	Wednesday, October 23	<p><b>Chihuahuan Desert History with C.J. Alvarez</b>  <i>12:00 p.m. – 1:00 p.m.</i>  <i>Eric S. Dobkin Boardroom</i>  <i>Free and open to the public. Advanced registration encouraged.</i></p>
Special Event	Wednesday, October 23	<p><b>Lost City of the Monkey Gods – Premiere</b>  <i>Violet Crown</i>  <i>5:30 p.m. – 8:30 p.m.</i></p> <p><b>More information on pricing and reservations to come</b></p>
Special Event	Thursday, October 24	<p><b>Lost City of the Monkey Gods – Salon</b>  <i>10:00 a.m.</i>  <i>Eric S. Dobkin Boardroom</i></p> <p><b>More information on pricing and reservations to come</b></p>
In-Depth Course	Tuesday, November 5 / Thursday, November 7 / Tuesday, November 12 / Thursday, November 14	<p><b>An Introduction to the Archaeology of Ancient Maya Civilization with Jerry Sabloff</b>  <b>2:00 p.m. – 4:00 p.m.</b>  <i>Eric S. Dobkin Boardroom</i>                  \$200 SAR members; \$250 non-members</p> <p>This in-depth course provides an overview of the current research on the Pre-Columbian Maya. The course has particular emphasis on the evolution and changing scholar-foci over the past century. Sabloff takes participants on a journey exploring what we know now about the earliest developments of ancient Maya civilization in the lowlands of the Yucatan Peninsula, and on through the economic and political evolutions at cities such as Chichen Itza and Mayapan, and the consequences of the 16th century Spanish Conquest.</p>
Colloquium	Wednesday, November 6	<p><b>Researching My Heritage: Diné (Navajo) Survivance and The Old Leupp Boarding School with Davina Two Bears</b>  <i>12:00 p.m. – 1:00 p.m.</i>  <i>Eric S. Dobkin Boardroom</i>  <i>Free and open to the public. Advanced registration encouraged.</i></p>
Colloquium	Wednesday, November 13	<p><b>Fathering the Researcher: Reflections on Interviewing Latino Fathers With Fátima Suárez</b>  <i>12:00 p.m. – 1:00 p.m.</i>  <i>Eric S. Dobkin Boardroom</i>  <i>Free and open to the public. Advanced registration encouraged.</i></p>
Artist Talk	Thursday, November 14	<p><b>Timothy Edaakie Artist Talk, Reception, and Open Studio</b>  <i>5:30 p.m. – 7:00 p.m.</i>  <i>Eric S. Dobkin Boardroom</i></p> <p>Hear on from Timothy Edaakie on his work and experiences as the 2019 Rollin and Mary Ella King Fellow.                  Free and open to the public                  RSVP by Monday, August 5 at 505.954.7205 or <a href="mailto:iarc@sarsf.org">iarc@sarsf.org</a></p>

<p>Member Field Trip</p>	<p>Thursday, November 21 – Sunday, November 24, 2019</p>	<p><b>Mimbres Lives and Landscapes with Steve Lekson</b>  <b>Cost \$1965 double, \$2115 single</b>                  To register contact Amy Schiffer: <a href="mailto:schiffer@sarsf.org">schiffer@sarsf.org</a></p> <p>Four days of adventure in Silver City/Deming/and Truth or Consequences with archaeologist Steve Lekson visiting historical Mimbres sites and museums.</p>
<p>Member Event</p>	<p>Wednesday, December 4</p>	<p><b>Winter Party</b>  <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>For more information contact Lindsay Archuleta, 505-954-7231, or <a href="mailto:archuleta@sarsf.org">archuleta@sarsf.org</a></p>
<p>Special Event</p>	<p>Friday, December 18</p>	<p><b>Neighborhood Gathering</b>  <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 <a href="mailto:archuleta@sarsf.org">archuleta@sarsf.org</a></p>



## SCHOOL FOR ADVANCED RESEARCH

### CREATIVE THOUGHT FORUM LECTURE SERIES, 2019-20 "The Future of Work"

The 2019-2020 SAR Creative Thought Forum's theme is "The Future of Work." Across lectures and conversation-style salons, SAR invites members and the public to explore our understanding of where humanity is going in a new age of technological and cultural shifts. In a world increasingly controlled by automation and artificial intelligence, what kinds of jobs will be left for human beings? If, as some experts are predicting, as many as 47 percent of American workers are at risk of being made obsolete in the next few decades, how will our institutions adapt and what role does cultural heritage play in the ongoing conversations about our shared future?

The series begins with Thomas Malone, the Patrick J. McGovern Professor of Management at the MIT Sloan School of Management and the founding director of the MIT Center for Collective Intelligence. In 2004, Malone summarized two decades of research in his critically acclaimed book, *The Future of Work*. His newest book, *Superminds*, appeared in May 2018. Other speakers examine new trends in social sciences and related fields that address where we are headed in the realm of work. From new trends in archaeology to the economics of equality, the topics in the series will allow for a broad discussion that is sure to get the community thinking about ways we can address our needs in this changing world.

#### **Superminds: The Surprising Power of People and Computers Thinking Together**

Dr. Thomas Malone / Presented in partnership with *Innovate Educate* / Wednesday October 16, 2019

Founding director of the MIT Center for Collective Intelligence, Malone presents on how intelligence exhibited by groups of people and computers working together is changing education and economics.

#### **Mapping Memory in Chaco Canyon (tentative title)**

Dr. Ruth Van Dyke / *Linda S. Cordell Lecture* / Thursday, February 13, 2020

Archaeologist Ruth Van Dyke specializes in the North American Southwest, specifically Chaco Canyon and the Four Corners region. In her talk, she shares insights into the social, visual, and political relationships among Chacoan outlier communities in northwest New Mexico and asks what archaeology can teach us about the relationship between work and cultural heritage. She illustrates how examinations of these relationships through archaeological initiatives can also influence the public understanding of contemporary economic/extractive projects.

#### **Turning the Lens: Brazil's Kayapo Communities' Use of the Warrior Image**

Dr. Glenn Shepard / Thursday, March 26, 2020

Glenn Shepard, an ethnobotanist and anthropologist living in the Brazilian Amazon. Shepard presents on work by Kayapo communities who are using their warrior image and appropriating outside power symbols within the new political context of Brazil to combat, via film and new media approaches, the rise of miners and loggers who are invading Indigenous lands.

**Coding and Cultural Heritage: Taking Silicon Valley to Kentucky**

Ankur Gopal / Thursday, April 9, 2020

Ankur Gopal is the founder of Interapt, an award-winning IT Services firm that works with Fortune 1000 companies on implementing innovative technologies and IT workforce training. Interapt's successful IT apprenticeship models are now being implemented across the US. Gopal was selected by U.S. Representative Hal Rogers (KY-5th) and Kentucky Governor Matt Bevin to lead a ten-year-plan to help Kentuckians build a sustainable technology ecosystem. His talk explores how families traditionally linked to coal-mining culture are grappling with the need for changing skills in the 21<sup>st</sup> century and the impact of economic inequality in access to training and education.

**Annual President's Lecture****Why Things Are the Way They Are**

Robert Krulwich / *Presented in partnership with Creative Santa Fe* / Thursday May 28, 2020

Co-host of NPR's Radiolab, Robert Krulwich is one of the most original and widely listened to broadcasters in the world. His series, Radiolab, explores "big ideas" and the mysteries of science and life through visceral storytelling. The Peabody Award-winning show has been praised throughout the intellectual community. In his talk, Krulwich draws from decades of experience as a special correspondent for ABC News, his regular contributions to Nightline, ABC News Tonight, and Good Morning America, and his role as host and executive editor of PBS' documentary series NOVA scienceNOW, in order to share insights on where technology can take us, and why communities trust the sources they do when it comes to information concerning potential futures.





## **Campus Master Plan Project and Campaign Planning**

### **PHASE I: Project and Pre-Campaign Planning**

#### October 2018 – August 2019

- Contract with Capital Campaign Masters as coaches.
- Assemble a core committee (working group)- 6 members.
- Draft a long-range plan and case for support for SAR, "A Roadmap to 2030," including goals, objectives, budget, and phasing for a comprehensive campaign.
- Develop budget for fundraising expenses.
- Develop strategies to cultivate top 10 donors.
- Develop a gift range chart and depth chart based on the goals.
- Research top 20-30 prospects to determine giving capacity and levels of interest.

#### August 2019 – February 2020

- Issue an RFP for consultant(s).
- Interview possible firms.
- Begin engaging consultant(s) to help refine the project plan and campaign planning.
- Continue to identify and engage the top 20-30 prospective lead donors.
- Plan for board retreat.

### **PHASE II: Continue Project Planning & Conduct Feasibility Study**

### **PHASE III: Begin Campaign Planning**

### **PHASE IV: Campaign Quiet Phase**

### **PHASE V: Campaign Public Phase**