



School for Advanced Research

Board of Directors Meeting

August 3, 2019

9:00am MT

Dobkin Boardroom

Approved 2/29/2020

DIRECTORS IN ATTENDANCE Doug Nelson, Board Chair Elizabeth Roghair, Vice Chair Joe Colvin, Treasurer and Finance Cte Chair Nancy Bern, Board Secretary Michael Brown, Ex-officio Ned Blackhawk Dorothy Bracey Anne Chognard Ken Cole Susan Foote Brian Foster Meg Lamme Louise Lamphere Ann Morton Julie Rivers Jim Robins Jerry Sabloff Scott Sheffield Greg Smith Diane Vennema Lynne Withey	DIRECTORS NOT IN ATTENDANCE Don Brenneis Don Lamm Marcus Randolf BOARD NOMINEES IN ATTENDANCE Tom Conner John Nieto-Phillips STAFF IN ATTENDANCE Lindsay Archuleta Robin Garrett Alex Kalangis Stephanie Riley Laura Sullivan Sharon Tison
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I. Welcome, Quorum call, review and approval of the agenda

Chair Doug Nelson called to order the Board of Directors of the School for Advanced Research. A quorum was established.

II. Board Elections

1) Election of the Class of 2022

- a) For an initial three-year term, John Nieto-Phillips and Tom Conner
- b) For a second three-year term, Nancy Bern, Dorothy Bracey, Joe Colvin, Doug Nelson, Don Lamm, Julie Rivers, and Lynne Withey
- c) For a one-year extension, Elizabeth Roghair

2) Election of Officers

- a) Chair, Doug Nelson
- b) Vice-Chair, Elizabeth Roghair
- c) Secretary, Nancy Bern
- d) Treasurer, Joe Colvin
- e) Assistant Treasurer, Alex Kalangis

3) Appointments to Committees (see attached)

Joe Colvin moved to approve the election of the nominees. Motion seconded and carried unanimously.

III. Doug Nelson thanked Nancy Bern and Diane Vennema for their hospitality at the previous evening's event and staff for their hard work. He also thanked the board for their increased giving in 2019. Doug welcomed new board members Tom Conner and John Nieto-Phillips and new staff members Alex Kalangis and Robin Garrett.

IV. Approve Consent Agenda

1. Approve Minutes of February 2019 Meeting
2. Accept Finance Committee Report
 - FY19 Financial Statements
 - FY19 Investment Results
 - 2019-20 Proposed Budget
3. Accept Audit Committee Report
4. Accept Development Committee Report
5. Accept Governance/Nominations Committee Report
6. Accept AAA Committee Report
 - Report from Scholar Programs
 - Report from SAR Press
 - Report from Public Programs and Communications
 - Accessions to IARC

Julie Rivers motioned to approve the consent agenda. Motion seconded and carried unanimously.

V. President's Report

Michael Brown began by thanking the board for their hard work and support of SAR the past year and welcoming Alex and Robin to the staff. Michael discussed the five-year trajectory and is encouraged by the energy and the increase in membership numbers. Meredith Davidson is livestreaming many events and programs which have been quite well received, and we will consider making an investment in technical equipment to make the process smoother and the outcome better quality.

The search for a new director of the IARC has been difficult, with a disappointingly small group of applicants. Elysia Poon has excelled as interim director and has worked the price of the move of Arroyo Hondo material to the state from \$250k to \$53k. Elysia has also negotiated an agreement with the Vilcek Foundation for a collaborative effort on Pueblo pottery, which will open at the Museum of Indian Arts and Culture (MIAC) here in Santa Fe in about two years and will hopefully travel to various destinations.

We are planning on some conference ideas for next summer for Public Programs. Upgrading the cosmetics and logistical capabilities of our facilities should result in increased number, quality, and income of programs.

Scholar Programs had some morale issues this year. We will make an effort to be more proactive about possible concerns and cultural sensitivities in the future. Ned Blackhawk noted that changing demographics have resulted in newer attitudes surrounding archeology and anthropology. SAR may wish to consider deemphasizing its past and promoting its current and future programs, looking toward our focus and how we are viewed in the future. Developing a cohesive view of who we are and what we do should be considered an opportunity to grow.

The competition for Native American scholars has been very tight, prompting us not to have a Lamon Scholar this year. Instead, the fellowship has been offered to Dorothy Grant, who will be coming to the campus in the Spring to work on her autobiography. We are working on how to replace the sixth scholar position. We have applied for a pre-doctoral fellowship from the Paleheimo Foundation and should know their decision in a couple of months.

Campus infrastructure improvements are being explored. Increasing safety as well as attractiveness of the campus is a priority.

VI. Review Policy Governance

Policy Governance is built on the principle that the board is a governing body rather than a management body. Doug Nelson invited the board to attend the Governance Committee meetings, where many of our goals are discussed. The board decides what is to be accomplished, and management decides how to accomplish goals within the boundaries established by the board.

The board packet should be streamlined to contain only necessary information about the works of individual committees. The individual committee reports can be referenced for more specific information.

A board retreat may be planned, perhaps in conjunction with regularly scheduled board meetings.

VII. Campaign Planning

Michael and Laura reviewed our preliminary campaign plan. Improvements on the campus has emerged as a primary initial focus of our plan for phase I. Additional planning for the IARC building needs to be developed to prepare for phase II.

Laura referenced the Roadmap to 2030 as a conversation tool, citing the four goals:

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

Our Phase I goal for the next three years is focused on four areas: program, capital, endowment, and fundraising. The master plan can be referenced for details on campus upgrades. Focusing on one step at a time will give us more realistic expectations. We are currently in the pre-campaign planning phase. We are funded for at least the first two years for planning, fundraising consultant, Target Analytics (wealth analysis software), and increased grant manager time through the Anne Ray Foundation. A hired consultant will help us with tasks such as creating a campaign planning committee, leadership, refining the case for support, and conducting a feasibility study.

We must consider how best to handle bequests and also realize that pledges cannot be counted on until they are in hand. Circumstances change, and people change their minds. Considerations of the capital campaign include: timeline, not accomplishing goals, finding major donors, and reaching a national audience. The most exciting prospect is construction of a new IARC, but we must also garner support for less exciting projects - promoting the overall vision rather than pieces of the campaign. Though some of the best things we do are not accessible to the public, limitations on public, limitations on public access should not be of concern if our mission of preservation is understood. Among our top goals is engaging the public by foregrounding our mission as an institution that fosters creative thought. We need to convey our mission and invite donors to invest in these ideals. The possibility of an SAR collection in downtown Santa Fe, giving more visibility to our collections was raised. A "pop up" venue might be a cost effective option. The online museum is one way to share our collection with a larger audience. We also need to be cognizant of our neighbors and how any renovations of the SAR campus would affect them.

VIII. Mission Moment: Overview of Collections Reviews at IARC

IARC is shifting the museological paradigm to elevate Native voices. Stephanie Riley shared the IARC collections review process with the board. Collections reviews examine IARC objects with relevant members from the source communities to improve our existing catalog information. Zuni and Acoma reviews have been completed. We are currently working with Tesuque Pueblo. The 248 object Tesuque review should take about two years to complete. Goals of the reviews include:

- Systematically reviewing IARC's entire collection to correct any inaccuracies in records and adding interpretive and appropriate cultural information.
- Establishing guidelines for IARC staff regarding appropriate access, publications, and storage and handling.
- Building communication and collaboration between SAR, IARC, and tribes.
- Fostering a reconnection with older designs, techniques, and language for participants in addition to sharing knowledge with each other.

IX. Relationship with Tribes

Greg Smith presented an insightful view of the history of the relationship between the US government and Native Americans. There is currently an existential fight to protect tribal sovereignty. There are currently two federal court cases under review, one that would declare the Indian Health Care Improvement Act unconstitutional, and another that would overturn the Indian Child Welfare Act. If theories used in these decisions hold up under appeal, 80 percent of federal Indian law will be effected.

The issue of sovereignty affects Native American identity as well as US national identity. The national discourse affects Native Americans in many ways. SAR can play a role in changing perceptions and be a voice in the most informed way to view Native American history.

X. Board Member Prospects

Jerry Sabloff remarked that a Governance and Nominations Committee goal for our next August board meeting is to present at least two Native American board nominees as well as board nominees with non-profit administrative experience and nominees with the means to support our upcoming capital campaign.

XI. First Step(s) to Addressing our Campus

Ken Cole reviewed the state of our campus and presented repairs and renovations that need to be addressed. Priorities and budgeting is the first thing to be addressed. Ken recommended that board members review the master plan.

Two SAR buildings qualify for historic recognition: the administration building and the billiard house. Our goals for these and other buildings are to secure

structural integrities, address safety issues, and improve the general appearance of the campus. Laura reported that we have a \$1.3m target over three years to complete Phase I of the Capital Campaign. The issue of ADA compliance was raised. We will explore with the architect what compliance measures we will have to meet. **Joe Colvin made a motion to start Capital Campaign Phase I projects with a \$1.3m limit, specifying that the funds to be used are over and above target fundraising. Motion seconded, all approve, the motion passes.**

XII. Farewell Moment for Sharon Tison

Doug Nelson and Michael Brown thanked Sharon Tison for her service and dedication these past years.

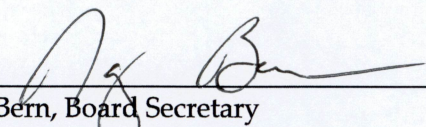
XIII. Wrap up and Next Steps

Michael honored Meg Lamme and thanked her for her service on the board.

Lindsay reviewed the new website and encouraged the board to view its new look and features. Feedback is welcome.

Tom Conner remarked how impressed he is with the passion and knowledge of the board and staff and was thankful for his inclusion.

XIV. With no new business, the meeting adjourned at 3:30pm.



Nancy Bern, Board Secretary



Date

School for Advanced Research

Board Committee Appointments 2019-2020

To be approved at the August 3, 2019 Board of Directors Meeting

Executive

Doug Nelson, Board Chair
Michael Brown, President & Ex-Officio
Elizabeth Roghair, Board Vice Chair
Nancy Bern, Board Secretary
Joe Colvin, Treasurer & Finance Committee Chair
Don Brenneis, AAA Committee Chair
Marcus Randolph, Audit Committee Chair
Julie Rivers, Development Committee Chair
Jerry Sabloff, Governance & Nomination Committee Chair
Susan Foote, Member at Large
Louise Lamphere, Member at Large
Robin Garrett, Ex. Asst. to the President

Academic and Artistic Affairs

Don Brenneis, AAA Committee Chair
Ned Blackhawk
Michael Brown, President & Ex-Officio
Ken Cole
Carolyn Kastner (non-board member)
Louise Lamphere
Ann Morton
Doug Nelson, Board Chair & Ex-Officio
John Nieto-Phillips
Elysia Poon, IARC Acting Director
Marcus Randolph, Audit Committee Chair
Paul Ryer, Scholar Programs Director
Diane Vennema
Lynne Withey

Finance

Joe Colvin, Chair
Nancy Bern, Board Secretary
Michael Brown, President & Ex-Officio
Tom Conner
Don Lamm
Doug Nelson, Board Chair & Ex-Officio
Elizabeth Roghair, Board Vice Chair
Scott Sheffield
Greg Smith
Alex Kalangis, SAR VP for Finance and Administration

Audit

Marcus Randolph, Chair
Don Brenneis, AAA Committee Chair
Anne Chognard
Brian Foster
Doug Nelson, Board Chair & Ex-Officio
Elizabeth Roghair, Board Vice Chair & Advisory
Scott Sheffield
Lynne Withey
Alex Kalangis, SAR VP for Finance and Administration

Development

Julie Rivers, Chair
Dorothy Bracey
Michael Brown, President & Ex-Officio
Anne Chognard
Bekki Cook (non-board member)
Ken Cole
Tom Conner
Susan Foote
Louise Lamphere
Ann Morton
Doug Nelson, Board Chair & Ex-Officio
Jim Robins
Jerry Sabloff, Governance & Nomination Committee Chair
Laura Sullivan, SAR Development Director
Alex Kalangis, SAR VP for Finance and Administration

Governance/Nominations

Jerry Sabloff, Chair
Ned Blackhawk
Dorothy Bracey
Michael Brown, President & Ex-Officio
Joe Colvin, Treasurer & Finance Committee Chair
Susan Foote
Brian Foster
Doug Nelson, Board Chair & Ex-Officio
Elizabeth Roghair, Board Vice Chair
Greg Smith
Diane Vennema
Robin Garrett, Ex. Asst. to the President