

**GOVERNING BOARD OF THE HARWOOD FOUNDATION**  
**OF THE UNIVERSITY OF NEW MEXICO**  
**Meeting Minutes, November 22, 2019**  
**Arthur Bell Auditorium, 11:00 AM**

**Governing Board Members Present:** Alexandra Benjamin, Stephanie Bennett-Smith, Dora Dillistone, Juanita Lavadie, Tim Larsen, Paula Fasken, Karl Halpert, Call in: Tom Tkach, Nicole Dopson, Janet Mockocviak

**Staff Members Present:** Sonya Davis, Juniper Manley, Lacy Cantu and Susie Crowley (taking minutes)

**Public Attending:** Gus Foster

**Handouts:** Agenda; Meeting Minutes, October 11, 2019; Director's Report; FY20 Financial Report/Operating Statement; Endowment Campaign Interview Summary and Strategy Study; Facility Report.

1. Confirmation of Quorum: Confirmed. Meeting called to order 11:14AM.
2. Approval of Agenda: Dora made a motion to approve the agenda; Karl seconded; all approved.
3. Approval of October 11, 2019 minutes: Karl made a motion to approve the minutes; Dora seconded; all approved.
4. Board Chair Update:
  - a. Alexandra asks board to please retain focus on the essential items on the agenda and stick to the time allotted for reports.
  - b. Primary discussions for today's meeting concern the Endowment Campaign for 2023 and the Harwood's 100<sup>th</sup> anniversary. Committee work needed for this will be outlined later.
  - c. Looking ahead towards developing both a short and long-term vision/mission/strategic plan with the aim of moving the Harwood forward.
5. Director's Report:
  - a. Juniper stated that her focus through the end of the year will be on strategic goal setting with Board, staff and UNM; community involvement; and preparation for the endowment campaign.
  - b. There were 48 applicants for the curator position, from these, 11 Skype interviews have been conducted. The Search committee is hopeful to make an offer and to have the position filled by January.
  - c. The Judy Chicago exhibition is down now and brought in over \$88K in admission and store sales. Winter exhibition will be installed next week with a Member's reception on Jan 17. Partnering with Taos Pueblo for the 2020 exhibition featuring the Return of Blue Lake.
  - d. Shemai is organizing the Harwood's involvement in Lighting Ledoux that will take place Saturday, Dec. 7 from 5-7PM

- e. Harwood's Annual Appeal letter went out this month to over 1200 Harwood stakeholders with a goal of \$37K. Juniper has made a gift and hopes that the Board will do so as well.
  - f. Sonya and the UNM Foundation created a "Quasi Endowment" called the Larry Bell Fund for Excellence in Contemporary Art that could be drawn from if needed.
6. Budget/Financial Report:
- a. Nicole presented the current Harwood Operating Statement by mentioning that \$270K in the Reserves balance is the anticipated amount for spending.
  - b. \$113K in Unrestricted revenue includes Bash contributions. Revenues to support Public Programs is yet to come. \$224K include additional gifts that has raised the Gifts revenue for the FY20 actuals to date. Total Operating Revenue is up \$10 from this time last year.
  - c. The Museum Store is being monitored by UNM fiscal for its related expenses. Overall when comparing Total Operating Expenses to this time last fiscal year there are about even.
  - d. UNM Instructional and General (I&G) expenses include salaries and fringe benefits. UNM regulates how much I&G monies the Harwood would receive each year. We will know more about this figure and how much we can anticipate a budget alteration (as enrollment is down) in January/February.
  - e. Overall, Nicole noted that the FY20 Actuals of \$974K looks good for the Harwood's Ending Reserve balance.
7. Committee Development:
- a. Alexandra stated that there is not much to discuss regarding Committee Development at this point, the plan is to continue work on develop committees after the holidays.
  - b. There is a concept of having both a national and local Chair heading the Endowment Campaign – Tim mentioned instigating a Community Outreach plan. Juniper will lead the Finance committee which will involve an audit by UNM.
  - c. This year there won't be a Buildings and Grounds Committee. Stephanie agreed to Chair the Board Development committee but wants to review the Bylaws for amendments to see if it is the Board Chair who chooses Committee Chairs vs. the Committees. Alexandra mentioned that the Bylaws are in a shared Dropbox. The Executive Committee and its roles are defined by the Bylaws, and will be reviewed, discussed and amended if needed.
  - d. Currently there is no need for an Action item involving Appointment of Committee Chairs, however Stephanie moved that the Board approve to take necessary actions that may be needed when there is an incomplete panel of Executive committee members. Paula seconded, all approved. Currently Alexandra, Dora, Nicole and Stephanie are the Executive Committee, and potentially there can be one more Executive Committee member from the board. This will be discussed further at the next board meeting.

8. Collections Committee Discussion:

- a. Alexandra recognized the great work of the Collection committee, a vital and fully functioning Standing Committee.
- b. Who has jurisdiction over Art accession: Board or Collections Committee? The Board will consider the possibility of accessioning some individual artworks singly and separately. Gus suggested the board review the handbook on policies. Lacy mentioned that there is a 2015 revision to the policies handbook.

9. Development Report:

- a. Juniper presented a budget-based slideshow that showcased Lucy Harwood's legacy and vision, the Harwood is truly a home of Taos art history. We have built one million in endowments in one decade; 2/3 is unrestricted. Juniper would like to project a 5-year budget including full time staff that should be linked to the strategic plan as there is a need for a recurring source of revenue. The Harwood is ready for an Endowment Campaign with a goal of 6 Million within 5 years based on the 80/20 rule.
- b. Sonya provided the data needed to support an Endowment campaign by gaining positive input from 26 people interviewed in relation to the campaign. She also recognized that the Harwood had 2 successful Capital campaigns and discussed the results from an Annual Appeal versus the impact from an Endowment. The Harwood's 100 anniversary would be an ideal time for Endowment Campaign kickoff. If approved, we would appoint a national & local chair for this committee/campaign (within 60 days is ideal). Lead gifts would be sought right away as well as drafting a campaign budget.
- c. Alexandra encourages 100% of the Board to lead and support this Endowment Campaign by making a significant donation (as have Alexandra, Juniper and Sonya) and also to encourage others to be donors.
- d. Stephanie congratulated those involved in creating this report and encouraged creating job descriptions for the future committee members. Tim motioned to approve a 2023 Endowment Campaign. Dora seconded, all approved.

10. Public Comments: No Public Comments.

11. Adjournment: Stephanie made a motion that the meeting be adjourned; motion seconded by Dora. Meeting adjourned at 1:20PM

