

**Alberta  
University  
of the  
Arts**



**Board of Governors 2020-2021**

# **Annual Report**

Alberta University of the Arts rests on the traditional Treaty 7 territories of the Blackfoot people, and in the spirit of our efforts to promote reconciliation, we acknowledge the traditional territories and oral and visual practices of the Blackfoot Confederacy (Siksika, Piikani and Kainai), the Tsuut'ina (Sarcee), the Stoney Nakoda First Nations (Bearsaw, Chiniki and Wesley), the Metis Nation (Region 3) and all those who make their homes in the Treaty 7 region of Southern Alberta.

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## Chair's Message

As I reflect on 2020/2021, a famous quote kept coming to top of mind ...

*“It was the best of times, it was the worst of times, it was the age of wisdom, it was the age of foolishness, it was the epoch of belief, it was the epoch of incredulity, it was the season of light, it was the season of darkness, it was the spring of hope, it was the winter of despair.”*

It has been a year of unprecedented events in our second year as a University with the COVID-19 global pandemic starting in March 2020, which led to our first full conversion to online classes in our history. The resilient response by our faculty for our students, for our students' creativity for home studios and, for the second year, the Board conferred degrees to our students in a virtual 2021 Convocation and virtual [Grad Show](#). The AUArts Board of Governors fulfilled their governance role by going online to carry out duties from discussions, to committee meetings, to Board of Governor's meetings and all Government of Alberta meetings and advocacy.

A major highlight for the Board was the continued work on the Board approved 2020-2026 AUArts Strategic Plan, which outlines the direction and high-level priorities for the University. The Board ensures its activities are aligned with the AUArts 2020-2026 Strategic Plan and the Alberta government's Alberta 2030: Building Skills for Jobs strategy and Investment Management Agreement (IMA). AUArts and the Board will be working its way closer in the planning of the 100th anniversary as an institution in 2026!

This past year, Dr. Daniel Doz, President and CEO, and I have been actively engaged with the Advanced Education Ministry and Minister Demetrios Nicolaides working on the 10-year strategy for the post-secondary system, Alberta 2030: Building Skills for Jobs. There has been much participation in virtual one-on-one interviews, roundtables, meetings, and updates with the Minister and all Alberta Board Chairs and Presidents. Concurrently, virtual stakeholder roundtables were conducted with business and industry leaders, faculty, students and the public over the course of 2020/2021.

The Board was pleased that Minister Nicolaides could attend the March 19, 2021 Board Retreat to provide an overview of Alberta 2030: Building Skills for Jobs, the modified IMA and the process moving forward to include performance and outcome-based metrics on Work Integrated Learning tied to institutional funding. The Minister's presentation was followed by a question-and-answer period, providing Board Members an opportunity to engage with the Minister as well as an opportunity for the Minister to learn more about AUArts.

As I write, AUArts is awaiting further dialogue and discussions with Advanced Education and Minister Nicolaides on pending changes this Fall to the Post-Secondary Learning Act (PSLA) and an update and confirmation on the new Advanced Education System Governance model which will introduce a new Strategic Advisory Council for the Ministry which will include industry leaders, employers and lay members appointed by the Ministry as well as two Regional University Co-ordinating Sector Committees that will have appointees from each institution and will include Presidents, Public Members from Boards, faculty and students.

Many kudos go out to all members of the AUArts community for their tenacity during this trying time. I would like to thank our President's Cabinet, under Dr. Daniel Doz's Leadership, and the AUArts COVID-19 Crisis Management Team (CMT) which morphed into the Recovery Management Team (RMT), for their role during this past year and a half and their regular updates to the Board of Governors on their activities, which were above and beyond "normal" university operations and their job descriptions.

I would be remiss in not thanking our University Secretary, Andrea Power, for the outstanding organizational skills and support to the Board of Governors in working with myself and our Committee Chairs as well as members of the Board over the past year. Andrea has truly carried us through the governance transition to a University Board with her experience and leadership as well as being a non-voting member of the Board of Governors and carrying out her bicameral role with the General Faculties Council (GFC).

We all will remember this time in many different ways personally, professionally and as Board Members. It was a perfect time to start the tradition of an annual Board of Governor's Annual Report to mark our activities, goals and accomplishments and the changes we have had as a Board and the role the Board will continue to have in institutional governance.

I would like to thank all Board of Governor members – past and present – for your time, dedication, and expertise you have brought to the Board. It has been an honour to work with all of you.

I look forward to seeing all current Board members at our September Board Retreat and at future committee and Board of Governors meetings.

**M. Carol Ryder**  
Chair  
Board of Governors

## Board of Governors Mandate

Alberta University of the Arts (AUArts) Board of Governors oversees the management and operation of the university's business and affairs within the prescribed mandate of the institution. The Alberta University of the Arts (AUArts) Mandate Statement has been developed in consultation with Alberta's Ministry of Advanced Education pursuant to Section 103 of the Post-Secondary Learning Act (PSLA).

The Board's powers and duties, as articulated in the PSLA, are mainly discharged through delegation to and oversight of the President and CEO as provided for in the Delegation of Authority Policy. The President and CEO sub delegates some of these responsibilities to the President's Cabinet while still retaining accountability to the Board for the overall administration of the institution.

## 2020-2026 AUArts Strategic Plan: Moving Toward 2026

The strategic plan, approved by the Board in December 2019, outlines the direction and high-level priorities of AUArts over the period 2020 to 2026.

### Vision Statement

To change the world through art, craft and design while enriching creative communities and economies.

### Mission Statement

Alberta University of the Arts is a diverse and inclusive community committed to leading education and research in creative practices.

### Values

At AUArts, we are a diverse community of critical thinkers driven by curiosity and inspired by imagination. We create, make, shape, explore and help emerging artists, craftspeople and designers find a career path while finding themselves.

Together, our students, alumni, faculty, staff, and our many collaborators transform perspectives, spark discussion, and ignite change. We use visual art, craft and design as powerful vehicles to change the world.

And that is our real masterpiece, the work we are most **PROUD** of.

**PASSION:** We are curious and thoughtful risk-takers; we celebrate our creative process.

**RESPECT:** We build relationships based on trust and accountability; we are connected to one another's success and wellness.

**OPENNESS:** We embrace diversity and inclusivity in culture, identity and perspective; we are transparent, confident, approachable and welcoming.

**UNIQUE:** We pursue excellence in our studio-based practices, and in our support for our learners, faculty, staff, and external partners.

**DARING:** We are courageous and deeply committed to experimentation, free enquiry, and research.

## Board of Governors

### MEMBERSHIP

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**Carol Ryder**, Board Chair & External Governor

**Patti Dibski**, Vice-Chair (as of May 18, 2021) & External Governor

**Dr. Daniel Doz**, Ex-Officio & President and CEO

**Amanda Hu**, Vice-Chair & External Governor (until May 6, 2021)

**Reid Cummings**, External Governor (until October 18, 2020)

**Stewart Hanlon**, External Governor

**Ashif Merani**, External Governor

**Chi Iliya-Ndule**, External Governor (as of October 7, 2020)

**Dr. John Faul**, External Governor (as of October 7, 2020)

**Shelia Taylor**, External Governor

**Spilios Kousinioris**, External Governor

**Susanne DiCocco**, External Governor

**Dr. Mark Clintberg**, GFC Representative & Internal Governor (as of Sept. 1, 2020)

**Dr. Cassandra Dam**, Faculty Association Representative & Internal Governor (until Feb. 2021)

**Justin Waddell**, Faculty Association Representative & Internal Governor (as of May 26, 2021)

**Iain Howe**, Staff Representative & Internal Governor

**Rickee-Lee Webster**, Student Representative & Internal Governor

**Jamie Russett**, Student Representative & Internal Governor

**Andrea Power**, Secretary to Board of Governors

Over the past year AUArts has seen many changes in Board of Governors membership; saying goodbye to those that served us so well, welcoming new members and the re-appointment of second terms to fellow Members.

In September 2020 the Board said goodbye, in person, to member Larry Clausen (two terms) who also served as the Board Vice Chair and Advancement Committee Chair. Since the Board has unfortunately not met in person since February 2020, the Board said goodbye virtually to outgoing Board members: Reid Cummings (two terms) and Chair, Finance and Audit Committee; Amanda Hu (four years) Board Vice Chair and Chair, Governance and HR Committee; and Dr. Cassandra Dam (two years) Alberta University of the Arts Faculty Association appointee to the Board. Since September 2020 the Board welcomed new members Chi Iliya-Ndule and Dr. John Faul as Public members, Dr. Mark Clintberg as appointed General Faculties Committee Member, Jamie Russett as a AUArts Students' Association appointed member and Justin Waddell as the AUFAFA appointed member to the Board.

Last September the Board congratulated Rickee-Lee Webster as a AUArts SA appointee and Patti Dibski a Public Member on their reappointment of their second terms to the Board. Thanks were extended to Rickee-Lee Webster who completed their two terms from October 2019-June 2021 of service to the Board of Governors. Congratulations to Jamie Russett for being reappointed by the AUArts SA for a second term to June 30, 2022.

For AUArts Committee Chairs, congratulations are extended to Stewart Hanlon, Chair, Finance and Audit and Patti Dibski as the Chair of Advancement. Patti Dibski is also the new Board Vice Chair. In Fall 2021 the Board will conduct an election for a new Chair, Governance and HR Committee.

The Board will welcome two new appointments in August 2021: India Dmytriev appointed by the AUArts SA and Adrian Stimson as a Public member. The Board looks forward to welcoming both new members at the September Board Retreat.

## Board of Governors Annual Highlights

The Board met six times in 2020-2021 and held two half day retreats. The September retreat focused on the new [2020-2026 AUArts Strategic Plan](#), noting the two key areas of focus for the year were Equity, Diversity and Inclusion, and Program and Curriculum Innovation. A March retreat welcomed a one-hour meeting with the Alberta Minister of Advanced Education, followed by a discussion on Board Culture and Dynamics.

Key highlights for the year included managing recurring Alberta government operating budget reductions and the introduction of the Investment Management Agreement (IMA) and a new performance metric focused on Work Integrated Learning. Tuition increased by 7%. The [2019-2020 Annual Report](#) was approved in December 2020. A new university fundraising program, Boost-A-Student, was launched with the Board approving an allocation of up to \$50K from the University's unrestricted reserves for matching funds for the campaign. \$1M of unrestricted reserve fund balances were approved to support emerging institutional and government priorities. A new e-voting protocol and meeting agenda guidelines were created, because of the pandemic.

## University Continuity

At each Board of Governor's meeting the Board was updated by the President and the senior leadership team regarding the impact of the COVID-19 pandemic and the work, initiatives and actions undertaken to address the challenges in relation thereto. Governors were also kept apprised of the situation via email communications between Board meetings.

## Standing Committees

### Advancement Committee

The purpose of the Advancement Committee is to advise the Board on stakeholder relations, which includes fund development and community, external, stakeholder and government relations. The committee provides strategic counsel and input to administration and recommends major programming or activity to the board.

[Advancement Committee Terms of Reference](#)

#### MEMBERSHIP

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**Patti Dibski**, Chair

**Dr. John Faul**, Member

**Sheila Taylor**, Member

**Carol Ryder**, Ex-Officio & non-voting

**Dr. Daniel Doz**, Ex-Officio & non-voting

**Rickee-Lee Webster**, SA Member

**Jamie Russett**, SA Member

**Dr. Mark Clintberg**, GFC Member

**Dr. Cassandra Dam**, Faculty Association member (until Feb. 2021)

**Iain Howe**, AUPE Member



### **Advancement Committee Annual Highlights**

The Committee met five times in the year and received recurring updates/debrief on the 2020 and 2021 Convocation and Grad Show, which were both held online due to the pandemic. Continued progress on supporting student recruitment and a new website rebuild were reported, along with new community partnerships. The key highlight for the year was the introduction of the new Boost-A-Student fundraising campaign aligned with recommendations from the 2019 fundraising audit. With the continued uncertainty of the pandemic, the university wanted to ensure students' ongoing welfare and success. The fundraiser exceeded its goal of \$100,000 by raising over \$125,000 for urgent student needs. A thorough breakdown of the bursaries and scholarships was provided at the meeting in May 2021, along with a new streamlined system for distribution.

### **Finance and Audit Committee**

The purpose of the Finance and Audit Committee is to assist the Board in fulfilling its obligations and oversight responsibilities relating to financial planning, the audit process, financial reporting, the system of corporate controls and risk management, and when required, to make recommendations to the Board for approval.

#### Finance and Audit Committee Terms of Reference

##### **MEMBERSHIP**

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**Reid Cummings**, Chair (until October 18, 2020) & non-governor member (until December 17, 2021)

**Stewart Hanlon**, Chair (as of October 19, 2020)

**Spil Kousinioris**, Member

**Sheila Taylor**, Member

**Amanda Hu**, Member (until May 6, 2021)

**Carol Ryder**, Ex-Officio & non-voting

**Dr. Daniel Doz**, Ex-Officio & non-voting

### **Finance and Audit Committee Annual Highlights**

The Committee met five times in the year and met with the Auditor to review the 2019-2020 Audited Financial Statements and the Exit Report, which had considerable changes made because of the new capitalization policy. The outstanding audit recommendation is a work in progress and a framework for the plan has been developed and will be completed within three years. Mawer Investment Management Ltd presented reports at each meeting and an annual presentation with a detailed overview of the investment portfolio. It was noted that the investments have had excellent returns in 2020 and 2021, despite the ongoing pandemic. The 2019-2020 AUArts Annual Report was thoroughly reviewed and recommended to the Board for approval.

## Governance and Human Resource Committee

The purpose of the Governance and Human Resource Committee is to ensure the Board has an effective human resources and governance framework, and the Board is effective in carrying out its responsibilities.

Governance/HR Terms of Reference

### MEMBERSHIP

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**Amanda Hu**, Chair (until May 6, 2021)

**Susanne DiCocco**, Member

**Chi Iliya-Ndule**, Member

**Ashif Merani**, Member

**Stewart Hanlon**, Member

**Patti Dibski**, Member

**Carol Ryder**, Ex-Officio non-voting

**Dr. Daniel Doz**, Ex-Officio non-voting

### Governance and Human Resources Committee Annual Highlights

The Committee met five times and were busy planning/debriefing the two Board retreats. The September retreat focused on the new 2020-2026 AUArts Strategic Plan, noting the two key areas of focus for the year were Equity, Diversity and Inclusion and Program and Curriculum Innovation. The March retreat welcomed a one-hour meeting with the Alberta Minister of Advanced Education, followed by a discussion on Board Culture and Dynamics. An orientation was held for Constituent members in February 2021, noting the complexities of the role of an internal constituent member. The Committee noted that Board members are keen on continued professional development and will be working on this next year. In addition, a new Board Committee Chair orientation will be launched in Fall 2021. There was continued updating of Board policy documents: new E-Voting Protocol, new Board Meeting Agenda Guidelines, revised Information Security Policy, Code of Conduct Policy, revised Political Contributions Policy, rescinded the Board Awards and Scholarship Policy. The Committee is also working on a new objectives and goals matrix for the President's Annual Review and reporting back to the Board and conducted the annual Board and Standing Committee evaluation and shared the results at the May Board meeting.

## Honorary Degree Committee

(established February 10, 2021)

The mandate of the Board of Governors Honorary Degrees Committee is to oversee the nomination of candidates for honorary degrees and to advise the Board of Governors on the awarding and revocation of honorary degrees.

### Honorary Degree Committee Terms of Reference

#### MEMBERSHIP

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##### **Voting Members**

**Dr. Daniel Doz**, Chair

**Patti Dibski**, Chair, Board of Governors Advancement Committee

**Dr. Andre Plante**, Vice President, Academic and Provost (until March 2021)

**Jamie Leong-Huxley**, Vice President, Advancement

**Rickee-Lee Webster**, President, Student Association or Designate

**Dr. Mark Clintberg**, GFC representative to the Board of Governors

##### **Non-Voting Member**

**Andrea Power**, Secretary to the Board of Governors

##### **Honorary Degrees Committee Annual Highlights**

The approval process for honorary degrees resided with the institution, but with the conversion to university status, the awarding process shifted to the Board of Governors. The suite of honorary degree documents were reviewed by the Advancement Committee and recommended to the Board for approval by the Governance and HR Committee. The inaugural Honorary Degree (HD) meeting was held on March 22, 2021 and the Committee confirmed the timeline for the Call for HD nominations, preparation of a ranking for nominations and confirmed the desire to prepare a process to rescind an HD. The Chair announced the 2021 HD recipient, Chris Cran, at the March HD meeting, and was conferred at the May 2021 convocation. Cran's HD was deferred from 2020 due to the pandemic.

## Board and Board Standing Committee Meeting Schedule

Meeting Schedule	
<b>BOARD OF GOVERNORS - Retreat</b>	Saturday, September 12, 2020
<b>Advancement Committee – Meeting #1</b>	Wednesday, October 7, 2020
<b>Governance and Human Resources Committee – Meeting #1</b>	Tuesday, October 13, 2020
<b>Finance and Audit Committee - Meeting #1</b>	Tuesday, October 20, 2020
<b>BOARD OF GOVERNORS – Meeting #1</b>	Wednesday, October 28, 2020
<b>BOARD OF GOVERNORS – In Camera Meeting #2</b>	Tuesday, November 10, 2020
<b>Governance and Human Resources Committee – Meeting #2</b>	Tuesday, November 17, 2020
<b>Advancement Committee – Meeting #2</b>	Tuesday, November 18, 2020
<b>Finance and Audit Committee – Meeting #2</b>	Tuesday, November 24, 2020
<b>BOARD OF GOVERNORS – Meeting #3</b>	Wednesday, December 9, 2020
<b>Governance and Human Resources Committee – Meeting #3</b>	Tuesday, January 19, 2021
<b>Finance and Audit Committee – Meeting #3</b>	Tuesday, January 26, 2021
<b>Advancement Committee – Meeting #3</b>	Thursday, January 28, 2021
<b>BOARD OF GOVERNORS – Meeting #4</b>	Wednesday, February 10, 2021
<b>BOARD OF GOVERNORS – Retreat</b>	Friday, March 19, 2021
<b>Governance and Human Resources Committee – Meeting #4</b>	Tuesday, March 23, 2021
<b>Finance and Audit Committee – Meeting #4</b>	Tuesday, March 30, 2021
<b>Advancement Committee – Meeting #4</b>	Thursday, April 1, 2021
<b>BOARD OF GOVERNORS – Meeting #5</b>	Wednesday, April 14, 2021
<b>Governance and Human Resources Committee – Meeting #5</b>	Tuesday, May 4, 2021
<b>Finance and Audit Committee – Meeting #5</b>	Tuesday, May 11, 2021
<b>Advancement Committee – Meeting #5</b>	Thursday, May 13, 2021
<b>BOARD OF GOVERNORS – Meeting #6</b>	Tuesday, May 18, 2021

## Board and Board Standing Committee Approved Motions

### Finance and Audit Committee Motions approved by the Board of Governors

- As of October 19, 2020, to appoint Stewart Hanlon as the Chair, Finance and Audit Committee, for the balance of his term; and appoint Reid Cummings as a non-governor member to the Finance and Audit Committee to December 17, 2020.
- 2019-2020 Audited Financial Statements
- Allocation of up to \$50,000 from the University's unrestricted reserves to allow the University to execute its Boost-A-Student fundraising student support campaign
- AUArts Annual Report, year ended June 30, 2020
- AUArts 2021-2022 Tuition and Student Fees
- 2021-2022 Operating Budget as appended to the Investment Management Agreement
- \$1,000,000 from the University's Internally Restricted Funds be allocated to the Endowment and these funds will be apportioned into the following categories:
  - Work Integrated Learning (WIL) activities (in the amount of \$500,000) (new)
  - MFA Scholarship and Awards (in the amount of \$250,000) (new)
  - General Scholarship Funds (in the amount of \$165,188.23) (top-up)
  - Lodgepole Center Endowment (in the amount of \$84,811.77) (top-up)

### Governance and Human Resource Committee Motions approved by the Board of Governors

- Appoint Amanda Hu as the Vice-Chair of the Board, effective September 21, 2020
- Revised Code of Conduct Policy
- New Board of Governors E-Voting Protocol
- Revised Board of Governors Information Security Policy
- Recession of the Board of Governors Awards and Scholarship Policy, effective December 9, 2020
- Revised Political Contributions Policy
- New Board of Governors Meeting Agenda Guidelines
- Honorary Degree Committee Procedure, Honorary Degree Committee Terms of Reference, and the Honorary Degree Nomination Form
- 2021-2022 Board and Board Committee meeting schedule

### Advancement Committee Motions approved by the Board of Governors

- Appoint Patti Dibski as Chair of the Advancement Committee, effective September 20, 2020

### Board of Governors approved Motion

- Elect Patti Dibski as the Vice Chair of the Board of Governors, effective May 18, 2021.

Alberta University of the Arts

1407 14 Avenue NW, Calgary, Alberta, Canada T2N 4R3 [AUArts.ca](http://AUArts.ca)

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