

Thank you for your interest in the MacKenzie Art Gallery. Serving as a Board member is one of the most challenging and rewarding of volunteer assignments. While appointment or election to a Board is an honour, Board members have important legal and fiduciary responsibilities that require a commitment of time, skill, and resources. We want you to be well informed about the organization and ensure that you have given your commitment considerable thought before you agree to serve. This recruitment package will provide you with information about the MacKenzie and what your role as a Board member would be.

Mission Statement

The MacKenzie Art Gallery engages people in transformative experiences of the world through art.

History of the MacKenzie

The MacKenzie Art Gallery (MAG) is Saskatchewan's oldest public art gallery. The MacKenzie serves a senior leadership role as the only provincial organization with the mandate and facilities to address an encyclopedic range of visual art and culture. Purpose-built and maintained to Class A Museum standards, the MAG permanent collection spans 5,000 years of art with nearly 5,000 works.

We receive ongoing funding from the South Saskatchewan Community Foundation, Canada Council for the Arts, Sask Culture, City of Regina, University of Regina and the Saskatchewan Arts Board. Currently our revenue is generally balanced between grants and donations (which includes sponsorship and events) with a small portion from earned revenue.

The MacKenzie Art Gallery was founded on the collection of its namesake, Norman MacKenzie (1869–1936), who bequeathed his collection to the University of Saskatchewan (Regina College), now the University of Regina. Opening in 1953, the MAG became independent of the University, moving into our current facilities in 1990 but retaining a partnership with support from the University of Regina.

Building from Norman MacKenzie's passion and respect for Indigenous artists, the MacKenzie Art Gallery has a proud history of being a leading ally in exhibiting and collecting the work of Canada's Indigenous artists with leadership from Indigenous curators. In 1975 the MacKenzie was the first public art gallery in Canada to present traditional First Nations objects as fine art. The exhibition 100 Years of Saskatchewan Indian Art 1830–1930 recognized the creative achievement of Saskatchewan's First Nations and was curated by well-known Saskatchewan Métis artist, Bob Boyer. This activity has continued over the years, with the appointment of Lee-Ann Martin (Mohawk, Tyendinaga Territory) as the first Indigenous Head Curator at a public art museum, and the continued appointment of Indigenous curatorial staff including Pat Deadman (Mohawk, Tuscarora Territory), Michelle LaVallee (Ojibway, Chippewas of Nawash unceded First Nation), Janine Windolph (Atikamek Cree/Woodland Cree, James Bay Treaty), the current Director of Programs, John G. Hampton (Chickasaw and mixed European), and Curatorial Fellow Felicia Gay (Swampy Cree and Scottish ancestry). The Gallery recently received a major donation of approximately 1,000 works by Indigenous artists from collectors Thomas Druyan and Alice Ladner of Yellowknife. In 2016 the MacKenzie mounted *Across the Turtle's Back: The Kampelmacher Memorial Collection of Indigenous Art* to highlight this historic donation, featuring 245 artworks.

The MacKenzie's commitment to engage people in transformative experiences of the world through art reaches far beyond the Gallery's doorstep; our programming extends throughout Regina and across Saskatchewan. For over 40 years, the MacKenzie's Provincial Outreach Program has taken art exhibitions and educational programs to schools and public libraries throughout rural and northern Saskatchewan. These touring exhibitions are installed for several days at a time, providing a prolonged forum to engage with and discuss a wide range of topics around the viewing and making of art.

The MacKenzie is located on Treaty 4 territory in Regina's Wascana Park, Canada's largest urban park and home to the Provincial Capital Commission. Historically known as Oskana (Cree for "Pile of Bones") Regina is situated on the traditional territory of the Cree, Saulteaux, Lakota, Dakota, and Nakota people, and the homeland of the Métis Nation. Although the MacKenzie is Saskatchewan's oldest public art gallery, it is relatively young compared to the culture that has been practiced and shared on this territory for millennia. We acknowledge and honour the deep art history of this land, and aim to serve both this history as well as current and future generations.

For more information on the strategic objectives of the Gallery please refer to the 2018-2023 Strategic Plan on page four.

Organizational Structure

The MacKenzie Art Gallery is a non-profit organization incorporated in the Province of Saskatchewan, supported by membership, volunteers, individual donors, and corporate sponsors, and governed by a Board of Trustees. The Board of Trustees appoints the Executive Director & CEO who is responsible to the Board for the administrative and artistic direction of the Gallery. The Executive Director & CEO manages a staff of 50 employees, including 25 permanent full-time staff and 25 casual staff (not including security and cleaning staff who are provided by the Province). All staff are part of CUPE, except for five out-of-scope management positions.

Role of the Board

The Board of Trustees is composed of representatives elected from the Gallery's membership. The Board appoints the Executive Director & CEO. The Board meets quarterly, reviewing and addressing issues related to the governance and sustainability of the organization as a whole, such as budget, finance, Executive Director & CEO recruitment and evaluation, fundraising and major strategic and policy initiatives. The Gallery's collection acquisitions function is carried out by the Permanent Collection Advisory Committee, constituted by members of staff and the art community who advise the Executive Director. The Executive Director is also advised by the Indigenous Advisory Circle. An independent auditing firm is engaged to annually review the corporation's financial affairs. The Board has been operating under a policy governance framework since 2012. As outlined in Board of Trustees Governance Policy G-4, Board Member's Responsibilities, board members are expected to be annual donors and contribute to major fundraising initiatives within their means and support the Gallery fundraising efforts through various means.

As outlined in the Board of Trustees Governance Policy G-3, Board Job Description, the job of the Board is to represent the members and institutional stakeholders in determining and demanding appropriate organizational performance. The Board will: Link the organization and the people of Saskatchewan; Develop written governing policies which, at the broadest levels, address: **Ends** (organizational products, impacts, benefits, outcomes, recipients, and their relative worth), **Executive Limitations** (constraints on executive authority that establish the boundaries of prudence and ethics within which all executive activity and decisions must take place), **Governance Process** (specification of how the board conceives, carries out and monitors its own task) and **Board-Executive Director Relationship** (how power is delegated and its proper use monitored). The board will further ensure the Executive Director performance is measured against the Ends and Executive Limitations, and maintain a structure and composition that is in accordance with section five of the corporate bylaws.

Stewardship & Advocacy

The Board serves as the public face of the Gallery and ensures adequate resources and ethical practices by:

- Ensuring that the mandate, strategic objectives, vision, and guiding principles of the Gallery are relevant to the communities it serves;
- Ensuring adequate resources to sustain the future of the gallery;
- Providing financial oversight to ensure public accountability;
- Ensuring all applicable acts and regulations are adhered to as well as the by-laws and other policies approved by the Board;
- Ensuring compliance with legal and regulatory requirements.

The Board promotes the Gallery's value by:

- Representing the Gallery positively to the members, elected officials, and the general public;
 - Assisting the Gallery in expanding new audiences;
 - Promoting membership, donor support, and sponsorship for the Gallery including leading by example by being donors within their means;
 - Promoting Gallery programs, events, and fundraising;
 - Advocating for public funding support for the arts and the Gallery.
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Organization Success

The Board creates a foundation for effective staff work by:

- Setting strategic objectives and defining desired outcomes;
- Reviewing and endorsing institutional priorities and plans;
- Monitoring and evaluating achievement of desired outcomes;
- Choosing an Executive Director & CEO, supporting their success, and regularly evaluating their performance;
- Establishing By-Laws and appropriate Board policies to ensure that the organization maintains legal and ethical practices.

Structure of the Board

The Board consists of no more than 17 and no fewer than 10 members. All trustees are required to be members and to meet qualifications applicable to members of the Gallery. Each trustee shall hold office for a period of two years and is eligible for re-election two times for a maximum consecutive term in office of six years. Any elected trustee who is nominated to hold the position of vice-president or president of the Board of Trustees is eligible for re-election two times or more, and may therefore have a maximum consecutive term in office in excess of six years. New Board members are elected at the Annual General Meeting. The By-Laws allow for the board to appoint up to three special purpose trustees per year at any time throughout the year.

MacKenzie Art Gallery Board of Trustees 2019-20	
Mary Ference (Vice President)	Courtenay Phillips
Doug Johnson	Johanna Salloum (Past President)
Ashlee Langlois	Nathan Schissel (President)
Anne Brochu Lambert	Jeremy Swystun
Riley Munro	Ben Tingley
Cindy Ogilvie	

Board Meetings & Committees

The Board holds five regular meetings per year. In addition, the Annual General Meeting is held in June, and a Strategic Retreat is held in early fall. Meeting dates are determined based on Board member availability. Each board meeting is approximately two to three hours in length, and the strategic retreat is typically a half-day meeting. The Board governs through policy governance, the policies are contained in the Board Manual.

The Board maintains several standing committees to assist in the governance of the organization. These include an Audit & Finance Committee, Nominating Committee, Governance Committee and Emergency Management Committee. Most of the Board members are also active volunteers and committee members, ensuring a solid understanding of the activities and role of the Gallery in the community, in the province, and nationally. The number of meetings and time commitment to a committee depends on the committee and role on that committee. Most Board members sit on at least one Board committee. A board orientation session is organized for each new member including a tour of the building, and in-depth review of governance policies.

Financial Management

The Gallery develops, manages and monitors five funds: operating, acquisitions, sustaining, Gallery Shop, and capital. The Gallery has maintaining a balanced operating budget since incorporation in 1990. Management and staff develop all five fund budgets as a team. Budgets and financial statements are monitored monthly by management and the staff responsible for individual programs and services and

quarterly by the Audit & Finance Committee and Board of Trustees (each successive review decreases in detail and increases in strategic variance reporting).

Mackenzie Year Seventy Strategic Plan 2018-23

Background

At MacKenzie Art Gallery, one of Canada's largest and most respected visual arts institutions, we will celebrate our 70th anniversary in 2023. Over the next five years we will undertake an ongoing, multi-phase organizational transformation that will allow us to grow for the next 70 years and beyond. The MacKenzie Art Gallery's programs encompass research, exhibitions, collections, publications and a diverse range of immersive encounters—including our library, online experience, gift shop, café, classes, workshops, public programs, school tours, events, performances, residencies, screenings, and more. The MacKenzie believes art has the power to change the world. As we build towards 2023, we will play a leading role in the visual arts nationally, build our membership and visitor engagement, and communicate on a global scale.

Mission Statement

The MacKenzie Art Gallery engages people in transformative experiences of the world through art.

Vision Statement

We are an immersive centre for art focusing on visitors and artists, Indigenous culture and diversity.

We are grounded in history, education, and sustainability.

We are experimental, creative and playful in fostering transformative experiences.

To achieve our Mission and Vision we will undertake the following **Strategic Priorities**:

Strategic Priority 1: Create Outstanding Visitor and Participant Experiences

Objective 1: Engage meaningfully with communities to cultivate access and responsive relationships.

Objective 2: Create and strengthen programs to ensure relevance and support of diverse participants, patrons and visitors.

Objective 3: Prioritize the development of art and artists.

Strategic Priority 2: Strengthen Organizational Resilience

Objective 1: Diversify partnerships, revenue, support.

Objective 2: Engage and enable diverse staff, volunteers, and board members.

Objective 3: Steward stakeholder relationships (artists, government, participants, sponsors, volunteers).

Objective 4: Optimize infrastructure and technologies.

Strategic Priority 3: Foster our Core Identity

Objective 1: Visualize and help advance Indigenous rights and promote applicable calls to action through continued organizational development and community engagement.

Objective 2: Strengthen programs and experiences through effective decision-making and prioritization of resources.

Objective 3: Sustain, grow and share our collections.

Objective 4: Be a vital community participant and centre locally, nationally, and internationally.

Objective 5: Project the value of the Gallery as an agent of transformation.

MacKenzie Art Gallery Board of Trustees Application Form

**Please complete the following form and submit it with a letter of interest and resume by
March 23, 2020 at 5:00 PM to cmullan@mackenzie.art**

Date: _____ Nominator (if any): _____

Name: _____ Pronouns: _____

Email: _____

Address: _____

_____ Phone: _____

Relevant Experience and/or Employment

Why are you interested in joining the MacKenzie Art Gallery Board of Trustees?

Previous / current volunteer commitments:

Skill and Diversity Matrix (please check all that apply):

- | | | | |
|--|---|---------------------------------------|---|
| <input type="checkbox"/> Artistic Practice | <input type="checkbox"/> Financial Management | <input type="checkbox"/> Philanthropy | <input type="checkbox"/> Human Resource Management |
| <input type="checkbox"/> Business Skills | <input type="checkbox"/> Government Relations | <input type="checkbox"/> Leadership | <input type="checkbox"/> Academic Experience |
| <input type="checkbox"/> Communications | <input type="checkbox"/> Strategic Planning | <input type="checkbox"/> Legal | <input type="checkbox"/> Member of MGV (MacKenzie Gallery Volunteers) |
| <input type="checkbox"/> I have connections to the LGBTQ2+ Community | <input type="checkbox"/> I identify as disabled | | |
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Languages:

English	<input type="checkbox"/> Native or bilingual proficiency	<input type="checkbox"/> Professional working proficiency	<input type="checkbox"/> Limited working proficiency	<input type="checkbox"/> Elementary proficiency
French (skip if none of the following apply)	<input type="checkbox"/> Native or bilingual proficiency	<input type="checkbox"/> Professional working proficiency	<input type="checkbox"/> Limited working proficiency	<input type="checkbox"/> Elementary proficiency
Other languages _____ (please specify)	<input type="checkbox"/> Native or bilingual proficiency	<input type="checkbox"/> Professional working proficiency	<input type="checkbox"/> Limited working proficiency	<input type="checkbox"/> Elementary proficiency

As outlined in the strategic plan, the Gallery is committed to engaging and enabling diverse staff, volunteers, and board members. We welcome you to self-identify, but the following information is entirely optional.

- I am of First Nations heritage I am of Métis heritage I am a visible minority

National affiliations:

(I.e: Cree, Scottish, Muslim)

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- Are you a resident of Saskatchewan? Yes No
- Are you at least 18 years of age? Yes No
- Are you an undischarged bankrupt? Yes No

Please submit your completed application form along with letter of interest and resume to Caitlin Mullan, Head of Strategic Initiatives at cmullan@mackenzie.art by March 23, 2019 at 5:00 PM. Please use "Application to MacKenzie Art Gallery Board of Trustees" as the email subject line.

For Board Use

___ Nominee has had a personal meeting with the Board President, or other Board member (Date _____)

___ Nominee reviewed by the Nominating Committee. (Date _____)

Action taken by the board _____