

Thank you for your interest in the MacKenzie Art Gallery. Serving as a Board Trustee is one of the most challenging and rewarding of volunteer assignments. While appointment or election to a Board is an honour, Board Trustees 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 Art Gallery and what your role as a trustee would entail.

## **Mission Statement**

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

## **History of the MacKenzie Art Gallery**

The MacKenzie Art Gallery (MAG) is Saskatchewan's oldest public art gallery. The MAG 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.

The MAG 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 kâ-asastêki (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 Art Gallery 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.

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 MAG 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), Curatorial Fellow Felicia Gay (Swampy Cree and Scottish ancestry), and Executive Director &

CEO John G. Hampton (Chickasaw and mixed European), the first Indigenous director of a major non-Indigenous art institution in Canada. The MAG recently commissioned a major work, *Kâkikê / Forever* (2018) by Omaskêko Ininiwak (Cree) artist Duane Linklater, installed on the façade of the T.C. Douglas building. The MacKenzie Art Gallery is currently in the process of receiving a major donation of approximately 1,000 works by Indigenous artists from collectors Thomas Druyan and Alice Ladner of Yellowknife. In 2016 the MAG mounted the exhibition *Across the Turtle's Back: The Kampelmacher Memorial Collection of Indigenous Art* to highlight this historic donation, featuring 245 artworks, and the acquisition is scheduled to continue over the next several years.

The MacKenzie Art Gallery's commitment to engage people in transformative experiences of the world through art reaches far beyond the MAG's doorstep; our programming extends throughout Regina and across Saskatchewan. For over 40 years, the MAG'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.

For more information on the strategic objectives of the MAG please refer to the 2018-2023 Strategic Plan at the end of this package on Page 5.

### **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 MAG. The Executive Director & CEO manages a staff of approximately 50 employees, about half of whom are of permanent status, and half of whom are casual. All staff are part of CUPE with the exception of six out-of-scope staff and three grant-funded non-union employees. The security and cleaning staff are provided by the Province.

### **Role of the Board**

The Board of Trustees is composed of representatives elected from the Mackenzie Art Gallery's membership. The Board appoints the Executive Director & CEO. The Board meets approximately seven times a year between September and July, 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 MAG's collection acquisitions function is overseen by the Permanent Collection Advisory Committee, constituted by members of staff, Board Trustees, and the art community who advise the Executive Director & CEO. 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 the Board of Trustees Governance Policies, trustees are expected to be annual donors and contribute to major fundraising initiatives within their means and support the MacKenzie Art Gallery's fundraising efforts through various means. Trustees are also expected to be informed on issues relevant to the mission of the MAG and the economic, racial, cultural, physical, and gender diversity of the communities of people it serves. The Board works alongside the MAG in its goal to be a safe, welcoming, accessible and equity-focused environment for the community, visitors and staff.

Specifically, 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:
  - o **Ends** (organizational products, impacts, benefits, outcomes, recipients, and their relative worth),
  - o **Executive Limitations** (constraints on executive authority that establish the boundaries of prudence and ethics within which all executive activity and decisions must take place),
  - o **Governance Process** (specification of how the board conceives, carries out and monitors its own task) and
  - o **Board-Executive Director Relationship** (how power is delegated and its proper use monitored).
- Ensure the Executive Director performance is measured against the Ends and Executive Limitations;
- And maintain a structure and composition that is in accordance with the corporate bylaws.

### **Stewardship & Advocacy**

The Board serves to uphold the MAG's vision, priorities, and objectives, and works to ensure the MacKenzie Art Gallery has adequate resources and abides by ethical practices in pursuit of its ultimate and constant aim of engaging people in transformative experiences of the world through art.

As an immersive centre for art, the MAG is grounded in history, education and sustainability and is focused on visitors and artists, Indigenous culture and diversity. The Board provides oversight to the management of the MAG's financial, human and educational resources in order to sustain its future and ensures its public accountability.

Specific ways that members of the Board promote the MacKenzie Art Gallery are:

- Representing the MAG positively to the members, elected officials, and the general public;
- Assisting the MAG in expanding new audiences;
- Promoting membership, donor support, and sponsorship for the MAG including leading by example by being donors within their means;
- Promoting MAG programs, events, and fundraising;
- Advocating for public funding support for the arts and the MAG;
- Participating in educational and developmental opportunities relating to equity and accessibility.

### **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 trustees. All trustees are required to be MAG members and to meet qualifications relating to MAG membership. Each trustee shall hold office for a period of two years and is eligible for re-election three times for a maximum consecutive term in office of eight years. New trustees are elected at the Annual General Meeting, and the President and Vice President are chosen by the Board of Trustees on an annual basis. The By-Laws allow for the board to appoint up to two special purpose trustees per year at any time throughout the year.

<b>MacKenzie Art Gallery Board of Trustees 2020-21</b>	
Nathan Schissel (President)	Munir Haque
Mary Ference (Vice-President)	Doug Johnson
Johanna Salloum (Past President)	Ashlee Langlois
Linda Allen-Hardisty	Riley Munro
Anne Brochu Lambert	Cindy Ogilvie
Sanaz Deghani	Courtenay Phillips
Asma Gehlen	Jeremy Swystun

### Board Meetings & Committees

The Board typically holds five regular meetings per year. In addition, the Annual General Meeting is held in late spring or early summer, and a strategic planning or educational session takes place during the year. Meeting dates are generally determined based on trustee availability. Each board meeting is approximately two to three hours in length. The Board governs through policy governance; the policies are contained in the Governance Policy 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 trustees are also active volunteers and committee members, ensuring a solid understanding of the activities and role of the MacKenzie Art Gallery in the community, in the province, and nationally. The number of meetings and time commitment of a committee depends on the committee and the role held on that committee. Most trustees sit on 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 MacKenzie Art Gallery develops, manages and monitors five funds: Operating, Acquisitions, Sustaining, Gallery Shop, and Capital. The MAG has maintained a balanced operating budget since incorporation in 1990. Management and staff collaboratively develop all five fund budgets. Budgets and financial statements are monitored monthly by management and staff, and quarterly by the Audit & Finance Committee and Board of Trustees.

### Mackenzie Year Seventy Strategic Plan 2018-23

See Page 5.

## MISSION

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

## VISION

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.

### OBJECTIVE 1

## CREATE OUTSTANDING VISITOR & PARTICIPANT EXPERIENCES

### PRIORITIES

- 1.1 Engage meaningfully with communities to cultivate access and responsive relationships
- 1.2 Create and strengthen programs to ensure relevance and support of diverse participants, patrons and visitors
- 1.3 Prioritize the development of art and artists

### MEASURING IMPACT & KEY PERFORMANCE INDICATORS

- Total people impacted
- Number of public programs and attendance
- Exhibition planning: confirmed three-year rolling schedule
- Visitor satisfaction in annual and quarterly surveys

### OBJECTIVE 2

## STRENGTHEN ORGANIZATIONAL RESILIENCE

### PRIORITIES

- 2.1 Diversify partnerships, revenue, support
- 2.2 Engage and enable diverse staff, volunteers, and board members
- 2.3 Steward stakeholder relationships (artists, government, zparticipants, sponsors, volunteers)
- 2.4 Optimize infrastructure and technologies

### MEASURING IMPACT & KEY PERFORMANCE INDICATORS

- Contributed gross revenue
- Operating revenue and expenses balanced
- Earned Revenue
- Donors: new/renewed/ regained
- Memberships: new/ renewed/regained
- Employee engagement/satisfaction survey
- Volunteer engagement / satisfaction survey

### OBJECTIVE 3

## FOSTER OUR CORE IDENTITY

### PRIORITIES

- 3.1 Visualize and help advance Indigenous rights and promote applicable calls to action through continued organizational development and community engagement
- 3.2 Strengthen programs and experiences through effective decision-making and prioritization of resources
- 3.3 Sustain, grow and share our collections
- 3.4 Be a vital community participant and centre locally, nationally, and internationally
- 3.5 Project the value of the Gallery as an agent of transformation

### MEASURING IMPACT & KEY PERFORMANCE INDICATORS

- Complimentary visits as a percentage of total paid visits
- Number of responses to TRC and UNDRIP Calls to Action
- Web analytics
- Media impressions
- Qualitative, anecdotal visitor feedback captured from a variety of sources.

At MacKenzie Art Gallery, Saskatchewan's most comprehensive art museum, we will celebrate our 70<sup>th</sup> 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.