



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 first public art gallery, sited in the provincial capital commission in Regina. Programming primarily contemporary art, 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. MAG 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. In 2016-17 this partnership was jeopardized by a phase out of government funds to the U of R. A new agreement between the University and MAG is being negotiated, which will follow a fee-per-service model. The MAG continues to store, care for and program the university's collection and creates a range of program opportunities for the benefit of students, faculty and the community.

Our exhibition program is noted for our commitment to solo exhibitions of significant Saskatchewan artists, typically drawing our highest attendance. In addition, we are recognized as an ally in fostering Indigenous art. The development and presentation of *New Work by a New Generation* (1982) is frequently noted in the press and in scholarly writing as the first major exhibition of work by contemporary First Nations artists in Canada.

MAG is located on the edge of the 2,300 acre Wascana Centre (1962), the largest urban park in Canada. Wascana Centre was designed by renowned modernist architect Minoru Yamasaki, designer of the original World Trade Center in New York, and is a notable artifact of modernist design heritage in itself. Regina is in the area known as Treaty Four Territory, the traditional home of the Cree, Saulteaux, Dakota, Lakota and Nakota peoples and proximate to historical Métis communities.

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.

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.

Organizational 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 2018-19	
Robert Byers	Johanna Salloum (President)
Mary Ference	Nathan Schissel (Vice President)
Doug Johnson	Ben Tingley
Ashlee Langlois	Thelfa Yee Toi
Anne Brochu Lambert	Robert Perry (Past President)
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 maintained 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).



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 4, 2019 at 5:00 PM

Date: _____ Nominator (if any): _____

Name: _____

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) |

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 |

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



Mackenzie Art Gallery Board of Trustees Application Form (continued)

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, Executive Administrator at caitlin.mullan@mackenzieartgallery.ca by March 4, 2019 at 5:00 PM. Please use "Application to MacKenzie Art Gallery Board of Trustees" as the email subject line.

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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 _____

