

Investment Management Agreement for Public Post- Secondary Institutions

Alberta University of the Arts
Department of Advanced Education
2021-2022

Her Majesty the Queen in right of
Alberta, as represented by the
Minister of Advanced Education



Minister

June 10, 2021

Date

SIGNED for and on behalf of Alberta
University of the Arts



Board Chair

May 18, 2021

Date

Table of Contents

Intent of Investment Management Agreement (IMA)	3
Legislative and Policy Requirements	4
<i>Post-secondary Learning Act</i>	4
<i>Fiscal Planning and Transparency Act</i>	4
Operating and Program Support Grant Agreement	4
Mandate	4
Objectives and Priorities	8
Government of Alberta	8
Alberta University of the Arts	8
Operating and Program Support and Performance Based Funding Allocations	10
Performance-based Funding Methodology	10

Intent of Investment Management Agreement (IMA)

Alberta's twenty-six publicly funded post-secondary institutions provide a variety of learning opportunities to people from within Alberta, across Canada, and abroad. These institutions are often world-class organizations which excel in teaching and research. They prepare graduates for fulfilling careers and additional learning, while contributing to Alberta's economic and community development through skill development, research and innovation.

To support system coordination and optimize the allocation of public investments in adult education, each of these institutions is designated to a sector based on its programming, research and scholarly activity, and collaboration initiatives.

For 2021-2022, each institution will also have an Investment Management Agreement with government. This agreement will include the institution's mandate, the 2021-22 Operating and Program Support Grant Amount from government, mutual priorities, and a performance metric to facilitate the allocation of outcomes-based funding, to ensure government and institutions are focused on meeting the needs of the province. Specifically, the Investment Management Agreement:

- Identifies and explains the shared objectives and priorities between the Alberta government and the institutions; and
- Describes the agreed upon investment framework that includes the key performance metric in a priority area.

While the IMA was originally designed to be a 3 year agreement between each institution and the government, this year's IMA is serving as a pilot. Therefore it's term is one year, from April 1, 2021 to March 31, 2022, with performance evaluated at the end of the fiscal year to provide learnings and identify improvements that could be incorporated into a three year IMA.

The Investment Management Agreement is not intended to be the sole element of the relationship between the institution and the government, nor to include all decisions and issues in the post-secondary system. Government will continue to work closely with institutions and other stakeholders in a number of areas, and provide many aspects of system direction through legislation, regulation, policy, and other processes.

Investment Management Agreements may be amended in the event of substantive policy or program changes that would significantly affect joint commitments made in the agreement. Any such amendment would be mutually agreed to in writing, dated, and signed by both signatories.

Legislative and Policy Requirements

Post-secondary Learning Act

Section 78 of the Post-secondary Learning Act requires the boards of all 21 public post-secondary institutions, and Independent Academic Institutions, to enter into an Investment Management Agreement with the Minister of Advanced Education, which must include: the mandate of the institution (not applicable to Independent Academic Institutions), a performance metric(s) for the institution, and anything else determined by the Minister. The Minister may specify the form of the agreement, and the date by which it must be in effect. The boards of the 21 public post-secondary institutions are also required to prepare, approve and submit to the Minister a budget and a capital plan. The budget submitted by an institution may not project consolidated operating expenses exceeding consolidated operating revenues, unless the board has the written approval of the Minister.

Fiscal Planning and Transparency Act

Section 10 of the Act requires the board of a public post-secondary institution to provide a business plan for each fiscal year to the Minister. This requirement is fulfilled by each institution entering into an Investment Management Agreement with the Minister, delivering a budget and capital plan in accordance with section 78 of the *Post-secondary Learning Act*.

Operating and Program Support Grant Agreement

Each institution's Investment Management Agreement is referenced in its respective Operating and Program Support Grant Agreement, and future funds will be distributed in accordance with the institution's performance in meeting the target established in the Investment Management Agreement.

Mandate

This mandate statement has been developed by Alberta University of the Arts in consultation with Alberta's Ministry of Advanced Education pursuant to Section 78 of the *Post-secondary Learning Act* (PSLA).

1. Type of Institution, Sector, and Governance

Alberta University of the Arts is a board-governed public post-secondary institution operating in Alberta as an undergraduate university under the authority of the PSLA.

2. Outcomes

For almost 100 years AUArts has played a leading role in Canada's visual culture as the only art, craft and design university in Alberta, the prairies and one of only four in Canada. AUArts is committed to diversifying Alberta and Canada's economy through fine art, craft and design industries. The university graduates' students who contribute to not only employment in the creative sectors but education, technology, business and many other sectors.

AUArts employs the greatest number of creatives in Calgary and a significant number of graduates become entrepreneurs, starting new businesses, establishing new markets and creating jobs. Alumni and faculty receive the highest honours, including Governor General's awards.

3. Clients/Students

AUArts serves undergraduate and graduate students, adult learners, children and youth, and life-long earners who are focused on the pursuit of professional artistic practices and creative careers.

AUArts is a driver of the growing S.T.E.A.M. (Science, Technology, Engineering, Art, Math) economy, producing graduates who have the high-demand problem solving and critical thinking skills critical to business. Alumni contribute heavily to Alberta's vitality and diversity.

4. Geographic Service Area and Type of Delivery

AUArts is centrally located in northwest Calgary, Alberta. The majority of AUArts' students originate from Calgary and the province of Alberta, and also attracts students from across Canada and internationally.

AUArts' students learn by doing in a studio-based classroom with rigorous academic and experiential learning opportunities with instruction by master artists and craftspeople. The face-to-face studio approach and favorable student to teacher ratio facilitates a compelling, relationship-based learning environment. Students develop their skills and understanding of art, craft and design while creating distinct creative content and alternative points of view.

5. Program Mandates and Credentials Offering

AUArts offers undergraduate and graduate degrees in art, craft and design and the offerings align with the Alberta Credential Framework and include degrees in the Bachelor of Fine Arts in

Visual Art, Bachelor of Fine Arts in Craft and Emerging Media, Bachelor of Design, and the only graduate degree, Master of Fine Art, in Canada with a specialty in craft and emerging media.

Through its School of Continuing Education and Professional Development, AUArts offers career-orientated certificate programs that bridge students for entry into undergraduate and graduate programming. AUArts is committed to developing and maintaining partnerships and programming with institutions within the Campus Alberta system.

6. Special Program Areas/Areas of Specialization

Degree program majors include graphic design, character design, advertising, drawing, illustration, photography, ceramics, fibre, glass, jewellery and metals, media arts, painting, print media, and sculpture. Additional specializations through program minors include animation, comics, object design and fabrication.

The School of Continuing Education and Professional Development is increasingly focused on career-oriented programs designed for a graduate's immediate entry into creativity-oriented, high demand technology positions.

7. System Collaboration and Partnerships

AUArts collaborates with other post-secondary institutions and maintains several partnerships with local and provincial stakeholders, while moving toward expanded relationships with strategic partners and communities that enrich and improve students' learning outcomes.

8. Research and Scholarly Activities

AUArts' research and scholarly activities directly align with the Alberta Research and Innovation Framework's outcome of economic diversification and job creation, while stimulating bold ideas and actions from innovators, industry and entrepreneurs. Strategically working toward enabling innovation and experimentation through teaching, applied and scholarly research, and creative activities.

Faculty conduct research, innovation and scholarly activities and in doing so share their evolving knowledge with their students. AUArts students and faculty generate the highest volume of intellectual property rights and copyrights for an Alberta post-secondary institution, as each artist holds intellectual property rights and copyrights for each artwork created.

9. System Mandate

As an artistic community, AUArts plays a social role in Alberta as home to a community of diversity and inclusivity in culture, identity and perspective.

AUArts has a significant population of students with a self-declared disability or mental health issue and the accompanying critical depth and originality that attends these conditions. AUArts aims to provide appropriate supports to help students harness the potential societal benefit of their resilience and courage.

AUArts has a significant Indigenous student population and has graduated a cohort of Indigenous alumni who have received national and international recognition. It is proud to offer culturally appropriate supports to all Indigenous students.

10. Other

AUArts' mission is a diverse and inclusive community committed to leading education and research in creative practices. The university offers artistic learning while exquisite artworks are being crafted. AUArts contributes to Alberta's cultural wealth, both in terms of the graduates and their works.

AUArts is a part of the exciting possibilities of what and who can emerge from the coming together of a multitude of creative voices and how these can contribute to a changing Alberta and world.

AUArts is about empowering students, faculty, and staff to become thinkers, doers, and makers with purpose for themselves and for their community. Its vision is to change the world through art, craft and design while enriching creative communities and economies.

Objectives and Priorities

Government of Alberta

The Government of Alberta is committed to post-secondary education as a cornerstone of employment, economic and social development, and overall prosperity for the province. As the province continues to recover from the many challenges caused by the pandemic, post-secondary institutions will play a pivotal role, not only through research, innovation and commercialization of leading edge technology, but also in providing highly-skilled and job-ready graduates for a recovering and dynamic labour market.

The initial goal of the GOA is to highlight the critical role post-secondary institutions play to prepare students for a future career. While this inaugural Investment Management Agreement reflects that goal, it is also meant to serve as a pilot to guide the development of future iterations that will be broader and more comprehensive for Alberta's post-secondary system. By focusing on students, innovation, efficiency, and accountability, and by working to improve system performance and outcomes, Investment Management Agreements will ensure institutions play a vital role in keeping Alberta competitive on the global stage.

Alberta University of the Arts

While we cannot predict the situation the public health crisis will be in when students return in September 2021, AUArts is preparing for a full return to campus. In recovering from the global pandemic, focus areas for AUArts include ensuring enrollment levels return to pre-pandemic within two years, continuing enhanced supports for students which include increased financial aid through scholarships and bursaries, and diversification of revenue through new program and credential offerings. From the Alberta University of the Arts' strategic plan, *Moving Toward 2026*, specific goals and strategic priorities include:

1. Align programming and curriculum to the evolving needs of students and communities
 - a. Ensure that curriculum and credential framework is relevant, flexible and enriches the student experience
 - b. Implement targeted strategies to attract and retain qualified students
 - c. Enhance campus life to support and engage students
 - d. Integrate the principles of equity, diversity and inclusion with everything we do
2. Enable innovation and experimentation through teaching, applied and scholarly research, and creative activities

- a. Develop and implement a teaching and learning plan that integrates scholarly research and creative activities
 - b. Foster a culture of scholarly research and creative activities
 - c. Enable and measure scholarly research and creative activities
- 3. Expand relationships with strategic partners and communities that enrich and improve students' learning outcomes
 - a. Commit to a culture of integrating external communities for the benefit of students, faculty, alumni and staff
 - b. Build capacity for strategic partnerships that support institutional priorities
 - c. Create, sustain and measure strategic partnerships
- 4. Drive sustainable growth through revenue diversification, an engaging academic environment and a high performance organization
 - a. Build a high performance organization that energizes and motivates our people and strives for process and system efficiency
 - b. Proactively pursue and build relationships that enable funding aligned with our vision and mandate
 - c. Develop and implement a facility master plan aligned to goals and strategies

Operating and Program Support and Performance Based Funding Allocations

Table 1: 2021-22 Allocations for Alberta University of the Arts

Total Operating and Program Support grant	\$14,903,014
Proportion tied to Performance	5%
Performance based funding allocation	\$745,151

Performance-based Funding Methodology

This inaugural Investment Management Agreement for Alberta University of the Arts, and the performance based funding it represents, is based on one metric—the proportion of approved programs at Alberta University of the Arts that have a Work Integrated Learning component.

Table 2 below provides the specifics on the performance metric that will be used to calculate any funding impacts. A baseline result has been established at the beginning of the 2021-22 fiscal year using data housed in the Provider and Program Registry System (PAPRS). A target and tolerance band has been negotiated with Alberta University of the Arts.

Over the next 12 months, as Alberta University of the Arts prepares for the 2022-23 academic year, it will provide updates into PAPRS about new or existing programs that have a Work Integrated Learning component. The existing metric will be updated on March 31, 2022. If the result meets or exceeds the target, there will be no adjustments to 2022-23 OPS funding as it relates to this metric.

If the result fails to meet the target, and is lower than the tolerance threshold, then an adjustment will be applied against the 2022-23 funding that is proportionate to the achievement from the expected result (to a maximum identified in Table 1).

Table 2: Performance Metric

Work integrated learning: Proportion of approved programs that have work-placements identified as part of the program.				
Core Area: Skills and Labour Market Outcomes	<u>Baseline Established</u>	<u>Baseline</u>	<u>Target</u>	<u>Tolerance Threshold</u>
	March 31, 2021	0%	7%	2%
<p>The Ministry of Advanced Education recognizes that Alberta University of the Arts is beginning from a baseline of zero programs with any identified WIL component, as determined by its assessment of program data in the Provider and Program Registry System (PAPRS).</p> <p>As a result, it is understood that initial increases in WIL activity may be small, insofar as, in the absence of active WIL programming, AUArts must first establish the foundational administrative processes and structures needed to ensure its stable and successful management.</p> <p>At the same time and in pursuit of strategic goals, AUArts is committed to some progress beyond the current zero by March 2022, to be signified by making a change in the PAPRS system to identify one or more programs as having WIL opportunities available to all students in their respective program.</p> <p>The percentile increase in WIL activities is measured as a percentage of the number of programs identified in PAPRS in this way. AUArts will have 13 programs listed in PAPRS as eligible and active once defunct programs are removed. The addition of a WIL component to any one of these 13 programs would therefore be an increase of approximately 7%, which AUArts deems as an appropriate target in the 2021-2022 IMA.</p>				

